Waste Minimisation Act implementation: evaluation of stakeholder perceptions

Final report

March 2011

Prepared for: Ministry for the Environment

Kinnect group

Judy Oakden Consultancy • Research Evaluation Consultancy
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Evaluation team

The Ministry for the Environment contracted the Judy Oakden Consultancy, a member of the Kinnect Group, to carry out the review. Judy Oakden led the team and had overall responsibility for the project. The research team comprised Judy Oakden, Kate McKegg and Katie Dobinson in collaboration with Clare Bear.

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Glossary

Key to abbreviations, terms and key stakeholders' roles under the WMA		
Terms/ Key players	*"Aka"*	*Explanation and roles/responsibilities*
Accreditation		The WMA provides for accreditation under a Product Stewardship programme. See "PS" below.
DFO	Landfill operator	Disposal Facility Operator – DFOs are required to submit returns and make levy payments at a rate of $10/tonne (plus GST) for waste disposed of at their landfill. They make returns through OWLS.
Disposal Facility		The WMA defines a disposal facility as a facility that receives household waste and operates at least in part as a business. This covers landfills that receive municipal waste and does not include other fills such as cleanfills.
Fund	WMF	Waste Minimisation Fund – Half the funds from levy payments (less MfE admin costs) are allocated to waste minimisation projects that are selected by the Minister.
Levy		Waste disposal levy – This is payable at a rate of $10 (plus GST) per tonne of waste disposed of at a disposal facility.
MfE	the Ministry	The Ministry for the Environment is responsible for administering the WMA, and supporting the Minister in WMA statutory functions.
Minister		The Minister for the Environment. During the period of this project this was the Hon. Dr Nick Smith. The Minister's key roles under the WMA include approving funding of waste minimisation projects, accrediting product stewardship schemes, and reviewing the effectiveness of the levy.
OWLS		Online Waste Levy System – OWLS is an online application system used by DFOs and MfE to process levy returns.
PS	Product Stewardship	The WMA provides for two types of product stewardship scheme: • Voluntary – PS scheme managers may apply for accreditation of non-priority products by the Minister; and • Mandatory – The Minister may *require* a PS scheme for a declared priority product.
PS scheme manager		An umbrella organisation that manages a PS scheme and applies for accreditation.
PS scheme participants		Businesses and other parties that participate in a PS scheme, that is, they agree to be bound by the targets and conditions of an accredited PS scheme.
TAs	Territorial Authority	The 67 city and district councils across New Zealand (distinct from regional councils). TAs have a range of roles and responsibilities in accordance with Part 4 of the WMA including: • TAs receive 50% of the levy collected, paid on a population basis (quarterly, from January 2010), to spend on waste minimisation; • TA are required to "promote effective and efficient waste management and minimisation within their district"; • TAs are required to be develop and review WMMPs; • TAs have various powers and obligations in relation to waste services, facilities and activities in their district
WAB	Waste Advisory Board	This a statutory Board whose function is to provide advice to the Minister as requested on specific topics under the WMA.
WMA		Waste Minimisation Act 2008
WMMP		Waste Management and Minimisation Plans – each TA is required to develop and review their WMMP by July 2012, and not less than 6-yearly thereafter.

Executive summary

Summary of key findings and learnings going forward
Top findings: • This is the first time a specific regulatory framework has been introduced to the waste sector. Overall, stakeholders perceived the implementation of the Waste Minimisation Act has gone relatively well in its first 18 months. • Stakeholder feedback indicated the Waste Minimisation Act was implemented in a straightforward manner that did not appear to encourage perverse outcomes. • Key stakeholders are settling into their new roles and responsibilities with growing self-confidence, and there have been no major crises or compliance issues. • The Ministry for the Environment has established positive relationships with many stakeholders, despite the change to having statutory functions (including audit and enforcement).
Top surprises or contradictions: • Stakeholders' participation in and recall of the Bill's development process meant some expected the final WMA to have more 'teeth'. • What people value and what they don't in the implementation process relates to their view of the purpose of the Act – some want to proceed 'full steam ahead' with environmental drivers and new opportunities for waste minimisation in mind, while others have taken a more reluctant, cautionary approach of minimising compliance costs and changes to business-as-usual. • Industry stakeholders value opportunities for greater collaboration, but the pre-WMA history of working in competition and isolation has made organisations wary and waiting for an external push – as embodied in the challenges around sharing information.
Top learnings going forward • While there are very few indications of perverse outcomes at this stage, altering the mechanisms of the WMA could tip this balance. • There is overall acknowledgement of the need for (and evidence of) ongoing 'tweaking' or improvements in the Ministry's administrative processes. • The Ministry and sector are working to address widespread information gaps, but solutions have not yet emerged. Addressing information gaps will take time, but will be important for future direction setting. • There is growing awareness of the WMA but not necessarily action – stakeholders are waiting to see who makes the first move. Regular communication from the Ministry may help support stakeholders to take action.

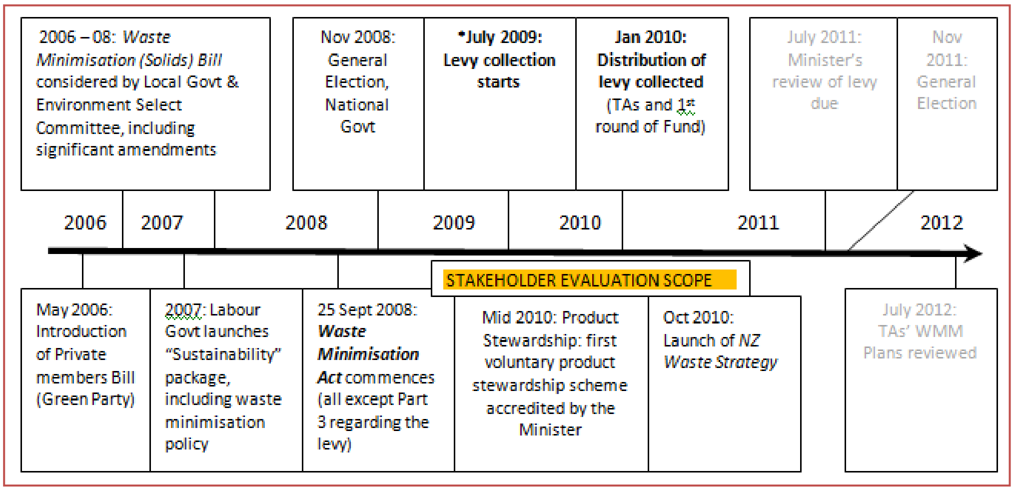
Overview

1. The Waste Minimisation Act 2008 (WMA)[1] creates a new regulatory environment for waste minimisation and new roles for the Ministry for the Environment (MfE). The WMA provides opportunities in the waste and resource recovery sectors and has particular implications for landfill operators, local government, and businesses and communities.

2. The following timeline shows activities that took place during the implementation of the WMA and the scope of the stakeholder evaluation.

[1] For a glossary of terms, see *Glossary*

Figure 1: Timeline for the implementation of the Waste Minimisation Act 2008



3. As part of the Ministry's wider WMA review and evaluation programme, an evaluation of stakeholder perceptions was undertaken. While the Ministry scope for this evaluation was *the implementation of the Act, from 2009–2010*, stakeholders' perceptions were influenced by events prior to the implementation, as well as their thoughts to the future.

4. The evaluation used a mix of focus groups, key informant interviews and online stakeholder surveys that were undertaken between 28 August and 14 December 2010. This evaluation reports on stakeholders' perspectives on the early implementation phase of the WMA, as well as the short-term outcomes for the 2009–2010 period.

Evaluation findings

5. Overall, stakeholders perceived that sometimes, with quite a few exceptions, the Ministry successfully implemented the WMA. The Ministry appeared to have got the balance right and been quite successful in implementing the WMA without seriously isolating anyone. There were stakeholders who did not think the implementation had gone far enough, while others were pleased it had not gone further.

6. The different sections of the WMA actioned to date[2] are now a year into implementation, without major problems being evident to stakeholders. These mechanisms or processes include: collection of the levy from disposal facility operators (DFOs); making levy payments to Territorial Authorities (TAs); administering the Waste Minimisation Fund (WMF) and administering voluntary product stewardship. There is some, albeit slower, progress in monitoring and compliance and TA planning. Stakeholders describe many of the mechanisms or processes in 2011 as being in *a new business phase* where processes were being fully implemented for the first time.

[2] For a detailed list of the sections of the WMA implemented see page 13.

7. Table 1 summarises stakeholder perceptions on a range of evaluative dimensions, providing a high-level snapshot of the implementation of the WMA at this early stage.

Table 1: Summary of stakeholder perceptions of the implementation of the WMA to date

	Ratings[3]					
	Poor	**Not yet emerging**	**Emerging**	**Good**	**Very good**	**Excellent**
Overall rating						
Administrative efficiency of the WMA (MfE's performance)						
Relationships – collaboration in the sector						
Good practice – building capability and capacity (including infrastructure) across the sector						
Information, awareness and compliance (MfE's performance)						

8. Stakeholders' experiences with the delivery of the WMA to date were often positive, with quite a few exceptions. The Ministry had generally built good relationships with the different stakeholder groups. There was good evidence that mostly, with some exceptions, the administrative aspects of the WMA were implemented efficiently and in line with stakeholder expectations.

9. The Ministry had credibility with stakeholders and was considered helpful and responsive to information requests. Stakeholders found its communication with them was mostly (with some exceptions) useful and applicable, as it was timely, relevant and helpful. Stakeholders maintained that the information and guidelines provided by the Ministry were easy to understand.

10. Stakeholders perceived the main barriers and enablers to implementation of the WMA were economic factors. Important enablers also included public awareness and support; capacity building within the sector and a desire to lessen harm to the environment. The largest barriers to improving good practice in the waste sector were perceived as economic factors, and political or relationship tensions, both within the sector and wider than the sector. The source of these tensions included a history of competition rather than collaboration between some organisations; commercial realities such as the economic viability of recycling rather than disposal; and the tension of competing (profit vs environmental) motives or organisational drivers.

3 Each data source, 'excellent' to 'poor'. We have included the ratings 'emerging' and 'not yet emerging' to capture the nature of being at an early implementation stage, distinct from 'poor' rating where there are serious issues of actual performance.

Short-term outcomes

11. The primary purpose of the levy was to generate funding for waste minimisation, and this was quickly achieved. From 1 January–31 December 2010 the levy raised $25.1 million.

12. The Disposal Facility Operators (DFOs) successfully used the Online Waste Levy System (OWLS) to submit monthly returns on tonnes of waste disposed to landfill. From October 2009 DFOs made the associated levy payments to the Ministry, and TAs received quarterly levy amounts from 20 January 2010. From a stakeholder perspective, the levy collection and payment process appeared to run smoothly. In terms of levy use, there was anecdotal evidence from stakeholders that in some instances TAs used payments to fund *business as usual* rather than new initiatives.

13. In 2010 the Ministry received and processed the first round of Waste Minimisation Fund applications. The funding round attracted 163 eligible applications worth approximately $55 million, of which 25 applications worth approximately $6.5 million were funded. In general, the independent panel and Ministry staff perceived that relatively few applications were of sufficient quality and this is born out in a separate study[4] that identified that subsequent progress of the 25 funded projects has been 'adequate'.

14. However, the Ministry recognised that for a large number of the applicants this was their first experience of making an application of this kind. While there was a range of applicants, panel assessors and Ministry staff observed there were relatively few applications from non-governmental groups (NGOs) or iwi.

15. Overall, successful applicants were more positive about the WMF process than interested-but-not-yet-successful applicants[5], who were less positive about the process. Stakeholders perceived the Minister was slow to announce the WMF recipients and this had an unintended consequence – potentially undermining the stakeholders' sense of transparency around the WMF process.

16. Five voluntary product stewardship schemes were accredited by 31 December 2010, and two more were under assessment. While this signals progress, there was a sense from some stakeholders that these schemes did not cover all high-profile areas, such as tyres. Furthermore, some stakeholders indicated they wanted product stewardship schemes to be mandatory to create an *even playing field* for industry. Some stakeholders perceived there was unproven benefit from voluntary schemes in terms of business advantages.

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4 Ministry for the Environment. (2011). *Evaluation of Progress of WMF projects (round 1), 2010 report S/O #911470.* Wellington: Ministry for the Environment. Unpublished report.

5 Note: The category of interested-but-not-yet successful Fund applicants includes both unsuccessful applicants for the first round of funding in 2010 as well as those intending to make applications in the future who have not yet done so.

17. Some progress was made in TAs taking responsibility for waste management and minimisation planning. To date four TAs have provided Waste Minimisation and Management Plans (WMMP) to the Ministry for comment, plans that are due by July 2012. TAs saw the New Zealand Waste Strategy 2010 (NZWS) as key input into their planning, and many TAs reported waiting for the new NZWS to be released – now this has occurred[6], TAs reported progress is being made. There was feedback from stakeholders that the planning process was challenging for the smaller councils which did not have the resources of the larger councils. Furthermore, the amalgamation of Auckland councils in the Auckland super-city transition had an impact on their progress.

18. There was some progress on data collection. The Ministry began collecting data on total disposal to landfills and was working towards finding ways to collect a range of other information. Stakeholders observed that often, the market was driven by commercial imperatives and parties wanted to protect commercially sensitive information.

19. Stakeholder feedback indicated the WMA was implemented in a manner that was straightforward and did not appear to encourage perverse outcomes. Based on the interviews with a range of stakeholder groups, there did not appear to be any known serious compliance issues emerging. There was provision in the WMA for enforcement actions – currently these are in the early stages of establishment.

Impacts of the new regulatory environment on stakeholders

20. Overall, the implementation of the WMA appeared to use appropriate levers as planned, and there were few unanticipated consequences. Therefore the Ministry appears well placed to continue the implementation of the WMA.

21. While stakeholders perceived there were some shifts in knowledge and attitudes amongst stakeholders, they did not perceive there had been widespread shifts in behaviour. At the centre of this perception are diverse views on the extent to which:

- the levy is expected to directly and immediately incentivise waste minimisation behaviour; and
- voluntary product stewardship supports a joint effort from industry and local government to encourage a reduction in waste.

22. Some stakeholders' perceptions appeared to be influenced by events prior to the implementation of the WMA. Indeed some stakeholders compared implementation with the original intentions of the 2006 version of the Bill. There was a tension between the intentions of the original Bill and the WMA that was finally passed into legislation after amendments, which has not been reconciled for some stakeholders.

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[6] The New Zealand Waste Strategy was released in October 2010.

23. Some stakeholders' perceptions were also influenced by their thoughts to the future. While some stakeholders wanted to see waste minimisation and management made a high priority, others worried about the potential for economic impact of such a move.

Conclusion

24. The Ministry has been very open to learning how to improve the implementation of the WMA. There was evidence the Ministry has already started to address many of the areas for improvement identified in this report. Clearly good initial progress has been made, but there is still considerable work to be done to fully implement the WMA.

25. While there are very few indications of perverse outcomes at this stage, altering the mechanisms of the WMA could tip this balance. For example, there was anecdotal comment that increasing the levy rate over $10 per tonne may increase the rate of illegal dumping. Therefore ongoing monitoring of implementation is required to assess each phase of the implementation.

26. A key purpose of this report was to develop a benchmark against which future progress can be compared. The WMA is only 18 months into implementation. It will be important for the Ministry to carefully track stakeholder engagement and perceptions; initially, to enable continued fine-tuning of Ministry activities – and to provide encouragement to stakeholders as they undertake other key responsibilities for the first time, as prescribed by the WMA. Longer-term, if there are any changes to the levers used within the WMA, the responses to these changes will need to be monitored to check for the potential of perverse outcomes.

1 Background and context

Background

27. The Waste Minimisation (Solids) Bill was originally a Private Member's Bill, introduced by the Green Party. After considerable re-working it was passed in September 2008 as the Waste Minimisation Act 2008 (WMA).

> The purpose of this Act is to encourage waste minimisation and a decrease in waste disposal in order to—(a) protect the environment from harm; and (b) provide environmental, social, economic, and cultural benefits. (Waste Minimisation Act 2008 Part 1 s 3)

28. The WMA provides opportunities in the waste and resource recovery sectors and has implications for landfill operators, local government and businesses and communities. In a nutshell, the Act:

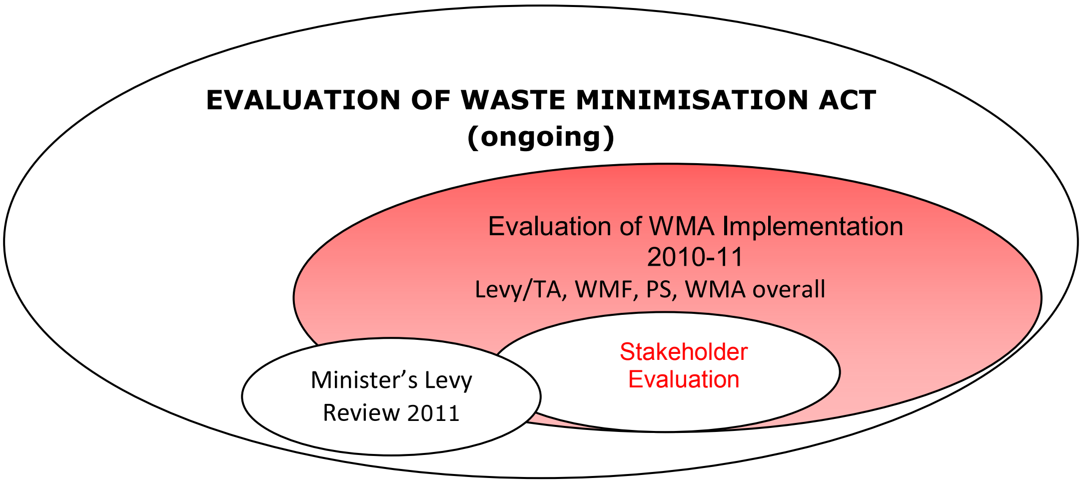
> puts a levy on all waste disposed of in landfills to generate funding to help local government, communities and businesses reduce the amount of waste
>
> helps and, when necessary, makes producers, brand owners, importers, retailers, consumers and other parties share responsibility for the environmental effects of their products through product stewardship schemes
>
> allows for regulations to be made making it mandatory for certain groups (for example, landfill operators) to report on waste to improve information on waste minimisation
>
> clarifies the roles and responsibilities of territorial authorities with respect to waste management and minimisation
>
> introduces a Waste Advisory Board to give independent advice to the Minister for the Environment on specific waste minimisation issues. (Ministry for the Environment, 2010).

29. Most of the Act (including section 41 regarding levy collection and distribution) came into force the day after it received the Royal Assent, on 26 September 2008. Part 3, the waste disposal levy (other than section 41 regulations in relation to waste disposal levy and related matters) and section 62 (consequential provision for sanitary services) came into force 10 months later, on 1 July 2009.

30. The Ministry has taken on new roles and responsibilities under the WMA. These include levy collections from DFOs; making levy payments to TAs; administering the WMF; assessing voluntary product stewardship schemes; undertaking audit and enforcement functions; and overseeing TA roles and responsibilities for waste minimisation and management in their district. These new roles changed the nature of the Ministry's engagement with the sector; while it still collaborates with stakeholders, the Ministry now also has a regulatory role as an assessor and enforcer.

As part of its wider evaluation of the WMA, as outlined in Figure 2 overleaf, the Ministry sought an independent evaluation of key stakeholders' perceptions of the implementation of the WMA to date.

Figure 2: WMA evaluation and review framework



31. Many of the core processes, that is, the mechanisms and subsequent processes that deliver the WMA, have now been fully implemented for the first time and could be described in early 2011 as being in a *new business phase.* The Ministry thought it was timely to check how key stakeholders engaged with the implementation of the Act. Therefore, this evaluation aimed to explore the short-term outcomes and determine key stakeholders' experiences of the implementation of the WMA generally and of the Ministry's role specifically.

Context

32. This section of the report provides context about the environment in which the initial implementation of the WMA was evaluated.

Since the introduction of the Act

33. A timeline for the implementation of the Waste Minimisation Act 2008 is shown on page 6. The following table summarises the WMA mechanisms and the level of implementation of each at the time the evaluation was conducted.

Table 2: WMA mechanisms and current level of implementation

Sections of WMA	Mechanisms in the WMA	Current level of implementation (as at December 2010)[7]
Part 2 Ss 11, 13 - 15 Ss 9, 10, 12	**Product stewardship** – provision for two types of scheme: a) Voluntary (accreditation) b) Mandatory (priority products)	Five voluntary product stewardship schemes have been accredited, and a further two are under assessment. Those accredited are **Geocycle Holcim Used Oil Recovery** Scheme – used oil collection and disposal scheme. **The Plasback™** – scheme to recover used farm plastics for recycling. **The Glass Packaging Forum's** glass packaging product stewardship scheme – scheme for reducing the amount of glass packaging sent to landfill. **Agrecovery Rural Recycling Programme** – scheme to recover agrichemical plastic containers and agrichemicals. **Refrigerant Recovery** – scheme to collect and destruct unwanted synthetic refrigerants, chlorofluorocarbons (CFCs), hydrochlorofluorocarbons (HCFCs) and hydrofluorocarbons. *Priority products provisions of the WMA are not yet exercised*
Part 3, ss 26, 27, 41	**Levy** applied to waste disposed of at disposal facilities	A levy of $10 (plus GST) per tonne was introduced from 1 July 2009, collected and paid by DFOs to the levy collector.
Part 3, ss 31-32	50% of levy funds paid to TAs to use for waste management and minimisation	First round of payments to TAs paid out on 20 January 2010 and thereafter distributed quarterly.
Part 3, s 38	The remainder of levy funds (less administration costs) allocated to Waste Minimisation Fund projects	First round of applications received and processed. A total of approximately $6.5 million allocated to 25 successful WMF recipients.
Part 3, s 30	Percentage of levy funds to MfE for costs relating to administration of the WMA	A small proportion of the levy self-funds the Ministry's administration of some WMA functions associated with the waste disposal levy.
Part 3, s 39	Minister to review the effectiveness of the levy by July 2011 and then 3-yearly	Minister's first levy review on track, within limits of timeframe and information available

[7] Rather than the list being exhaustive, this list aims to provide practical guidance of the provisions that have been implemented, as well as the key provisions not yet implemented or exercised.

Sections of WMA	Mechanisms in the WMA	Current level of implementation
Part 4, ss 42, 43, 50, 56	**TA responsibilities** to: a) encourage effective and efficient waste management and minimisation b) review Waste Minimisation and Management plans for their district by July 2012 c) make bylaws (optional power), reviewable 10-yearly	TAs are making progress at this early stage.
Part 5, s 76	**Offences and enforcement powers**, including provision for MfE enforcement officer	*Enforcement powers not yet exercised*
Part 6, ss86,87, & Regs Also Part 3, s41	**Reporting and audits –** provision for audits, and regulations requiring records, information and reports	MfE has auditors currently undertaking audits for WMA compliance (for example, DFOs) Data such as total disposal volumes to landfills is being collected, along with TA levy spend information. *Wider data collection regulations not yet implemented*
Part 7, s 89	Waste Advisory Board (WAB) provides advice to the Minister on specific topics under the WMA	The Waste Advisory Board has been established and meets at least twice a year. The WAB has provided advice on development of WMF criteria, levy regulations, the NZWS, and framework for the Minister's review of the levy.

2 Evaluation objectives and method

34. This section of the report outlines the evaluation objectives, as well as providing an overview of the data sources used.

Evaluation objectives

35. In evaluating the WMA there were a number of core activities to be considered from a stakeholder perspective:

- administering the levy (including levy collection from DFOs and levy spend by TAs)
- selection and project management of WMF projects
- product stewardship accreditation
- compliance and auditing
- TA planning for waste management and minimisation, and performance in accordance with the plans.

36. The establishment of a Waste Advisory Board (WAB) was also a key activity from stakeholders' perspective but this was outside the scope of the evaluation.

37. The key evaluation objective was to assess how effectively the WMA was implemented from a stakeholder perspective. In particular this evaluation addressed the following questions:

- What were stakeholders' experiences with implementation of the WMA to date generally, and specifically in terms of the Ministry's role? How well was it implemented? What were the implementation barriers and enablers? How useful and applicable was the role of the Ministry? Why?
- What short-term outcomes were there (positive, neutral and negative) from the introduction of the WMA? How valuable were these outcomes to stakeholders? What unintended consequences were there, if any?
- How did the new regulatory environment for waste management and minimisation impact on the range of stakeholders? What worked well? What needed fine-tuning? What else can be learned for the future? Has behaviour change started to embed or do stakeholders slip back into old behaviours when not monitored? Why?

Method

38. Data from a range of sources informed this evaluation, including an online survey with 134 respondents, three focus groups, semi-structured

interviews with four key stakeholders and a sense-making session with Ministry staff.[8] Specifically, the evaluation process included:

- Development of evaluative and merit criteria and a general rubric. This took place in conjunction with the Ministry.

- Design and implementation of an online survey. The evaluation team worked with Ministry staff to design an online survey and this was filled in by stakeholders from a range of sectors, as shown by Table 3. The online survey was conducted between 25 November and 10 December 2010. In total, a 40% response rate was achieved from the 325 stakeholders contacted, including results from phone interview versions of the survey.

Table 3: Online survey responses

Stakeholder groups	Sample	Number of interviews	Response rate
Total WMF, of which:	135	49	36%
• WMF1: Interested but not yet successful (unsuccessful applicants, and those who may apply in 2011)		24	
• WMF2: Fund engagers (successful applicants, and panel assessors in 2010)		19*	
DFOs : Disposal facility operators	37	19	51%
TAs: Waste officers from Territorial Authority’s (receive levy funds and/or responsible for waste in district)	54	26	48%
PS: Product stewardship stakeholders/ participants and (5) accredited scheme managers	52	17*	33%
Gen: General waste stakeholders (and stakeholders with general interest in the WMF)	25	10	40%
MfE: Ministry for the Environment staff	22	13	59%
Total	325	134	41%

Note: Stakeholder groups with * include 20 telephone interviews.

- Design, implementation and analysis of semi structured interviews with key stakeholders which were undertaken either face-to-face (one interview) or by telephone (three interviews) between 8–14 December. In total, a 60% response rate was achieved from the sample provided.

- Design, implementation and analysis of three focus groups, which featured: ten TA representatives 28 August 2010; eight general stakeholder representatives including six members of the Waste Advisory Board on 18 October 2010 and seven Ministry staff on 8 December 2010.

[8] For further details on the method please go to Appendix 1

39. A sense-making session was held on 2 February 2011 with 11 participants comprising Ministry managers and staff. At the session, data from the study was examined to look for generalisations, exceptions, contradictions and surprises. This session contributed to the data synthesis process of the study.

Evaluative criteria and analysis of data

40. The following Table 4 outlines the evaluative criteria and dimensions of merit developed for ongoing evaluation of the WMA implementation. (Note: These evaluative criteria have a broader scope than this evaluation – where the focus is on *stakeholder perceptions* of the WMA implementation. However, they provided a useful framework for this evaluation.)

Table 4: Summary of evaluative criteria and merit dimensions developed to evaluate the WMA implementation

Evaluative criteria	Dimensions of merit
Administrative efficiency	It is evident that: • administrative costs are in line with expectations (for PS, Fund applications, DFOs and TAs) • there is an appropriate balance between administrative spend and efficiency • balance of projects funded • added value of administration to applicants – find it helpful to business, has secondary benefits • low levels of complaints/challenges to processes • administrative processes are well set up, timely or robust, accurate and credible
Relationships – collaboration in the sector	Stakeholders comment that: • there is a cognisance of both political and commercial realities • they are aware of and respect each other's positions/views • they are able to work together and develop long term partnerships • media coverage reflects the positive relationships in the waste sector • relationship leverage is in broader areas than just waste
Good practice – building capability/capacity (including infrastructure) across the sector	It is evident that: • there are efficient waste data collection systems • stakeholders use WMA tools and they work effectively (including TAs, product stewardship, WMF and DFOs) • there is value for business in waste minimisation and management • TAs have good waste minimisation and management plans and implementation
Information, awareness and compliance (both in general and MfE's performance)	It is evident that : • there is awareness and knowledge of waste minimisation approaches including recycle, recover, reuse and product stewardship • data collection systems are effective and enable good measurement (both in general and MfE's systems) • data collection systems are comprehensive and well resourced (both in general and MfE's systems) • there is support for WMA at senior levels in MfE • monitoring and compliance systems support voluntary compliance • feedback loops are useful and timely • while the WMA encourages voluntary compliance, MfE can take effective enforcement action if needed • MfE has credibility with stakeholders

Notes on the data synthesis process

41. This section of the report aims to orient the reader to the way the evaluation team made judgements of merit for this evaluation. Each section of the report starts with a summary of key findings for the section and then provides evidence of our reasoning for these ratings, with a detailed discussion of the findings.

42. A table is used to provide a snapshot or synthesis of the key dimensions of merit or performance. To arrive at a single rating of performance, the

evaluators used a synthesis methodology which enabled them to "draw overall evaluative conclusions from multiple findings about a single evaluand" (Davidson, 2005, p. 151).

43. There were several steps in the process. Each data source, both quantitative and qualitative, was converted into ratings from *excellent* to *poor*. We have included the ratings *emerging* and *not yet emerging* to capture the nature of being at an early implementation stage, distinct from a *poor* rating where there are serious issues of actual performance. The following table briefly outlines the process used to make those conversions.

Table 5: Synthesis process used for the evaluation

Rating	Qualitative data	Quantitative data
Excellent: (Always)	Clear example of exemplary performance or great practice: no weaknesses	90% or more agree with statement– strong cohesive view no dissent
Very good: (Almost Always)	Very good to excellent performance on virtually all aspects; strong overall but not exemplary; no weaknesses of any real consequence	80% - 90% agree with statement no dissent
Good: (Mostly, with some exceptions)	Reasonably good performance overall; might have a few slight weaknesses but nothing serious.	60% - 80% agree with statement and no more than 15% dissent, but not on key aspects
Emerging: (Sometimes, with quite a few exceptions)	Fair performance, some serious, but non fatal weaknesses on a few aspects	40% – 60% agree with and no more than 15% dissent but no showstoppers
Not yet emerging: Barely or not at all	No clear evidence has yet emerged that the aspect of performance has taken effect.	less than 40% or more agree but no serious dissent or showstoppers
Poor: Never (or occasionally with clear weaknesses evident)	Clear evidence of unsatisfactory functioning; serious weaknesses across the board on crucial aspects	less than 40% or more agree and some serious dissent or showstoppers

44. All questions from the online surveys, stakeholder focus groups and individual interviews that related to each merit dimension are synthesised to give one composite rating for that dimension. These composite ratings appear in the summary tables. The evaluation team then gives a rationale for these ratings, with a detailed discussion of the findings.

Survey limitations

45. The focus of this study was on stakeholder perceptions of the initial implementation of the WMA over an 18-month period from mid 2009 to late 2010. Where possible, data on the actual achievements during the period were included to provide context to stakeholders' perspectives.

46. The 40% response rate is acceptable and in line with general online survey industry standards, where average response rates vary from 26%-30% (Hamilton, 2009; The University of Texas at Austin, 2010). However, from a practical standpoint, samples are small. Therefore the quantitative

criteria in Table 6 were not applied rigidly, rather, the responses were carefully considered in the context of wider qualitative factors to reach overall evaluative judgements.

47. Key factors that may have affected the response rate included the time of year the survey was conducted (late November or early December) and the fact that participation in the survey was voluntary.

3 WMA implementation overall

48. Overall, stakeholders recognised that the Ministry was in the early stages of successfully implementing the WMA, and their perceptions of the implementation of the WMA were generally positive, with some exceptions.

> *The implementation [of the WMA] overall was very smooth. [TA]*

> *MfE has done good job [of implementing the WMA] bearing in mind their constraints. [General stakeholder]*

49. Table 6 summarises data on a range of different evaluative dimensions and provides a high-level snapshot of stakeholder perceptions of the WMA implementation overall at this early stage.

Table 6: Summary of the WMA implementation overall

	Ratings					
	Poor	Not yet emerging	Emerging	Good	Very good	Excellent
Overall rating						
Administrative efficiency of the WMA (MfE's performance)						
Relationships – collaboration in the sector						
Good practice – building capability/capacity (including infrastructure across the sector)						
Information, awareness and compliance (MfE's performance)						

50. Overall, there was a general level of understanding or satisfaction with the implementation of the WMA.

> *It's made a good start, but is not really making an impact at this stage – but it has got people thinking. [DFO]*

51. Stakeholders acknowledged there were processes to support a number of different levers now in place, which could be used to encourage waste minimisation or decrease waste disposal. Stakeholders noted that the change of government late in 2008 resulted in a move away from a target-based approach (which was evident in the 2002 New Zealand Waste Strategy). The release of the New Zealand Waste Strategy 2010 (NZWS) during the fieldwork period[9] helped clarify the way forward and in particular documented how the WMA linked with other legislation.

52. Individual stakeholder groups maintained they had high levels of understanding about the parts of the WMA they were involved in, indicating there was confidence in and buy-in to the specific areas that affected them. Stakeholders appeared to understand that there are

[9] The New Zealand Waste Strategy was released in October 2010

linkages between some parts of the WMA and other legislation – and the new NZWS appeared to have been understood.

53. In summary, often stakeholders were favourably disposed to the implementation approach taken by the Ministry and felt it was useful in setting the scene for further work on waste minimisation.

> *I feel very positive about WMA and am encouraged by it. The Act has done a good job of educating people within the industry. [WMF stakeholder]*

54. However, a number of stakeholders also expected the WMA implementation to be more far-reaching than had been the case – citing mandatory priority products and a higher levy rate as examples. While acknowledging that the implementation was in its infancy and that not all the sections in the WMA were being implemented, on balance it appeared the implementation of the WMA was on track and took a *middle-ground* approach to waste minimisation.

4 Efficiency of WMA administrative processes

55. This section of the report examines stakeholder perceptions regarding the extent to which the WMA administrative processes operated efficiently. It is important to bear in mind that all stakeholders were new to, and becoming acquainted with, the WMA systems and processes. With the exception of some waste-related responsibilities for TAs, the WMA was a completely new regulatory framework being applied to the waste sector, for the first time.

56. The Waste Act Implementation Programme proposed a critical success factor for administration costs of "less than 10% of the levy" (Ministry for the Environment, July 2009, p. 17). The Ministry's actual administration costs for 1 January to 31 December 2010 at $823,671[10] were approximately 3.3% of the levy due at that time. These costs are in line with original estimates.

57. Overall, stakeholders perceived the WMA mostly operated with administrative efficiency, with some exceptions. In particular, there was agreement amongst stakeholders that the Ministry's administrative processes were well set up in a timely way and supported an accurate and credible administrative system for operation of the WMA.

58. Stakeholders were particularly positive about the *relationships* their organisations had developed with Ministry staff.

> *I would like to say that I have found the MfE team, on the whole, is very professional and very good. [WMF]*

59. There were, however, some variations in the various stakeholder groups' views; some saw potential for improving the administrative *processes,* while others were relatively satisfied, as follows:

    - DFOs tended to be happy with the administrative processes and agreed that the OWLS system was simple to work with;
    - Administration around voluntary product stewardship appeared to operate smoothly, and there were few comments about the accreditation process;
    - TAs appeared to want more support, particularly to develop waste minimisation and management plans; and
    - WMF applicants found the application process long; stakeholders had a sense that the WMF process was not as transparent as possible – particularly in announcing the WMF recipients; and the independent panel assessors and Ministry staff observed that many applications were of insufficient quality to receive funding.

60. The Ministry initiated a raft of procedural improvements to the WMF application process as a result of feedback received from the first round. Stakeholders expressed appreciation for this proactive approach.

[10] Data provided by MfE's Finance department.

> *Am very pleased that the Ministry has acknowledged they are not perfect and are looking at ways to improve. [WMF]*

61. Table 7 provides a snapshot of stakeholder perceptions of administrative efficiency. The rest of this section addresses the aspects of administrative efficiency summarised in the table.

Table 7: Summary of stakeholders' perceptions of efficiency of WMA administration

	Ratings					
	Poor	**Not yet emerging**	**Emerging**	**Good**	**Very good**	**Excellent**
Overall rating						
Administrative costs are in line with expectations (PS, WMF, DFOs, TAs)						
There is an appropriate balance between administrative spend and efficiency						
Administrative processes are well set up, timely or robust, accurate and credible						
Low levels of complaints/challenges to processes						
Added value of administration to applicants – find it helpful to business, has secondary benefits						
There is an appropriate balance of projects funded						

Administrative systems generally viewed favourably

62. As Table 8 shows, many stakeholders perceived the WMA law was easy to understand (69%)[11], while around half thought the time required to meet the WMA's requirements was reasonable (51%); and the administrative costs were reasonable (44%) or somewhat reasonable (32%).*[12]

[11] We asked, "To what degree does your organisation understand its responsibilities under the WMA?" Possible answers were on a scale of 1 – 5, where 1 = not at all, 3 = somewhat and 5 = very much. We then combined the answers of those who gave a rating of 4 or 5 as giving a positive rating. In this and other tables, the results omit '3 = somewhat' answers. Where percentages are used, this is the basis by which they were compiled. In all instances the rating scale used was the same.

[12] Note: Some figures are not in the table and these are indicated with an *. To see this information, go to page 55 (Methodology).

Table 8: Positive ratings on administrative systems by stakeholders

Percentage who give a positive rating (4 or 5, out of 5)	Total [13] n= 125[14] %	DFO n=18 %	WMF1 n=24 %	WMF2 n=19 %	TA n=26 %	PS n=17 %	Gen n=10 %	MfE n= 11 %
Is the WMA a law that is easy for your organisation to understand?	69	84	63	58	65	56	91	80
Has the time required to meet the WMA's requirements been reasonable for your organisation?	51	50	43	47	50	46	75	57
Have any administrative costs to meet the WMA's requirements been reasonable for your organisation ?	44	50	43	43	36	31	71	67

Possible answers were on a scale of 1 – 5 where 1 = not at all, 3 = somewhat and 5 = very much.

63. Two groups of stakeholders that were less likely to consider costs were reasonable were WMF applicants (43%) and TAs (36%). Both these groups were potential recipients of levy money. Fewer product stewardship stakeholders rated the administrative costs as reasonable (31%), despite there being no fees charged for the accreditation process.

64. The majority (84%) of stakeholders considered that their organisation understood its responsibilities under the WMA. However, fewer stakeholders (56%) indicated they thought it was easy to meet the WMA requirements or that the WMA was efficient to implement in practice (42%). Those least likely to be convinced the WMA was efficient to apply in the real world were the interested-but-not-yet-successful WMF applicants.

65. Stakeholders perceived that the administrative costs associated with the WMA were in line with their expectations. Overall, there was generally agreement amongst stakeholders that the WMA was easy to understand, and Ministry staff observed that the WMA implementation had gone fairly smoothly.

> *I have been involved in a few other bits of legislation, this one is going fairly smoothly, I have been involved in legislation where within a year you are looking at doing amendment after amendment. [MfE staff]*

Balance between administrative spend and efficiency

66. The administrative systems appeared to support compliant behaviour and stakeholders did not generally consider them too great a burden for operational efficiency. Overall, 51% of stakeholders maintained that, compared with what they might have initially expected, they were

[13] Key to table headings: DFO = Disposal facility operators; WMF1 = Interested but not yet successful (unsuccessful applicants, and those who may apply in 2011); WMF2 = Fund engagers (successful applicants, and panel assessors in 2010); TA = Waste officers from Territorial Authorities (receive levy funds and/or responsible for waste in district); PS = Product stewardship stakeholders and (5) accredited scheme managers; Gen = General waste stakeholders (and stakeholders with general interest in the WMF); MfE =Ministry for the Environment staff

[14] Note: Base sizes are the total number of respondents in each category. The actual base size for each question varies. For specific detail, refer to the tables in the appendix of this report, starting at page 58.

satisfied[15] with the overall quality of the Ministry's service delivery. Just 15% of stakeholders were dissatisfied compared with what they might have initially expected, with a disproportionate sub-group of these being the interested-but-not-yet-successful Fund applicants.

67. The administrative systems effectively supported revenue generation, with efficient processes like OWLS which also collected data. Ministry staff estimated the likely administrative costs prior to the implementation of the Act, and these estimates were in line with the level collected. The Waste Act Implementation Programme proposed that a critical success factor for administration costs was that they would be "less than 10% of the levy" (Ministry for the Environment, July 2009, p. 17).

The Ministry's administrative efficiency

68. Given the short timeframe for WMA implementation and the range of new roles and responsibilities (for example, levy collection/distribution and compliance monitoring), the Ministry adopted a project management approach to the task. Within the Ministry, this approach was viewed as successful and has subsequently been adopted across the organisation.

> *MFE as an organisation has benefited from that Act and so we have now got PMO [project management office] … we have got experts in to help us [with] implementation. [MfE staff]*

69. In response to the need to implement the WMA and to be cognisant of new business priorities, structural changes were made within the Ministry. Stakeholders were aware of some of these changes, and there was praise for the manner in which the Ministry engaged with the various stakeholder groups during this change.

> *Well done MfE, from my point of view you have done an excellent job in implementing and communicating the WMA. [DFO]*

70. As Table 9 shows, around two thirds of stakeholders in the WMA implementation process believed the Ministry treated their organisation fairly (69%), indicating that the Ministry established credibility with stakeholders. Nearly two thirds of stakeholders believed the Ministry appeared motivated to improve administrative efficiency (63%). But at this early stage stakeholders were less likely to agree that Ministry processes helped minimise their own costs to meet WMA requirements (35%) or that the Ministry's administration of the WMA was good value for money (36%).

[15] Gave a positive rating (4 or 5 out of 5)

Table 9: Positive ratings on MfE administration systems by stakeholders

Percentage who give a positive rating (4 or 5 out of 5)	Total n= 114 %	DFO n=18 %	WMF1 n=24 %	WMF2 n=19 %	TA n=26 %	PS n=17 %	Gen n=10 %	MfE n= 11 %
Organisation treated fairly by MfE	69	72	43	76	83	57	82	NA
MfE appears motivated to improve admin efficiency	63	81	60	71	42	53	80	NA
MfE processes efficient and in line with what expected	55	67	38	50	56	60	70	NA
MfE's administration of WMA is good value for money	36	53	30	56	19	36	14	NA
MfE processes help minimise costs to meet WMA	35	56	36	24	29	36	29	NA

Possible answers were on a scale of 1 – 5 where 1 = not at all, 3 = somewhat and 5 = very much.

71. Overall DFOs were positive about the Ministry's administrative processes. There was good evidence that the administrative systems such as OWLS were considered easy and efficient to use. There was praise and no negative comment at all about OWLS. Stakeholders saw OWLS, from an administrative perspective, as successful in its implementation. Stakeholders perceived the level of data collected was sufficient to meet administrative objectives without placing an unreasonable burden on landfill operators.

> *OWLS works fine. [TA stakeholder]*
>
> *The levy is administered, collected, seems to be going smoothly. [General stakeholder]*

Low levels of complaints/challenges to processes

72. While there were few specific complaints or challenges generally about administrative processes mentioned by any of the stakeholder groups, it was also evident in Table 9 that some stakeholders perceived some of the systems and processes were not yet operating optimally. Specifically:

- TAs were unconvinced that the Ministry's administration of the WMA was good value for money (19%); that Ministry processes helped them minimise costs to meet the WMA requirements (29%) or that the Ministry appeared motivated to improve administrative efficiency (42%);
- Product stewardship stakeholders tended to be less convinced that the Ministry treated their organisation fairly (57%) or that the Ministry appeared motivated to improve administrative efficiency (53%);
- Successful WMF applicants were least likely to feel that Ministry processes helped minimise their costs to meet the WMA requirements (24%); and
- Interested-but-not-yet-successful Fund applicants were less likely to feel they were treated fairly (43%); to feel that MfE processes were efficient and in line with what they expected (38%) or to feel

that the administration of the WMA was good value for money (30%), although some thought it was too early to say.

The Waste Minimisation Funding application needs to be more fair and transparent. It needs to give all applicants a chance to meet with the judges and not just a declining letter without any reasons or explanations. [WMF applicant]

The results of the first round need communicating especially to those who took an active part in the first round process. We received notification of being unsuccessful but no feedback on who was [successful] and why, and why we never made the cut. [Unsuccessful WMF applicant]

73. The Ministry has already taken steps to address some of these concerns by providing all WMF applicants with feedback and an opportunity to ask questions about the application process[16]. This is covered in more detail on page 44.

Administrative processes generally well set up, timely, robust, accurate and credible

74. Overall, there was very good evidence that stakeholders perceived Ministry administrative processes as timely, accurately costed and appropriately resourced – and that on balance the Ministry was more proactive than reactive in undertaking administrative processing. There was also consistent feedback from a wide range of stakeholders that Ministry processes and systems were considered credible. Examples of the kind of comments made include the following:

Feel project management and processes have worked ok no serious flaws. [MfE staff]

All good from the front end. [TA stakeholder]

Not much red tape. [TA stakeholder]

Good processes for setting up/developing templates. [TA stakeholder]

MfE done good job bearing in mind their constraints. [General stakeholders]

MfE has been communicating effectively with TAs where they can. [TA stakeholder]

75. Ministry staff commented that the use of a project management system helped set up workable administrative systems the first time, and stakeholders agreed that the systems such as OWLS were easy to use.

Added value of WMA administrative processes

76. There was an indication of an emerging sense that the WMA administrative systems were considered worthwhile, or for some stakeholders were having a secondary benefit/adding value to the business. For example, 44% of successful Fund applicants agreed that the Ministry processes and systems were useful in other areas of their work (such as, presenting good practice business or project planning)

[16] However, not all applicants had received this feedback at the time of the fieldwork.

compared with 18% for interested-but-not-yet-successful Fund applicants.

Balance of WMF application types

77. Amongst WMF applicants and general stakeholders there was an emerging perception that there was funding available for a range of different-sized projects to build capacity in the waste minimisation sector. However, those who were unsuccessful in securing funding were less convinced that the WMF encouraged a mix of different types of projects (43%) than those who were successful (73%). There was also a perception amongst unsuccessful WMF applicants that it was difficult to secure the funding.

> *The number and total value of applications to the contestable levy Fund seem to indicate it will be very difficult for communities … through their TLA [TA] to gain funding for local initiatives. [TA stakeholder]*

> *With respect to the WMF – I am surprised by some of the successful projects. We were told early on in the application process that similar projects would be collaborated or introduced to each other so collaboration could occur. In our case this did not happen. We have carried out much work that one successful applicant has been granted money to carry out … Despite an application not being successful (such as ours) I would have thought the panel could have used judgement to acknowledge the work had been completed already and not allow another successful applicant in the same field to repeat the work. [Unsuccessful Fund applicant]*

78. WMF panel assessors and Ministry staff commented that the range of WMF applications varied widely in quality. This indicated that many in the sector needed to develop capability in order to raise the quality of their applications. The Ministry provided feedback to both successful and unsuccessful applicants to support future applications. However, further communication may be required to help applicants to understand that when applying for public funding, robust processes and solid business planning are essential.

79. This has also become evident in the ongoing project management of successful projects. For example, a recent internal Ministry evaluation of first round WMF projects' progress to December 2010 has found that most projects had adequate project management and reporting skills, and appeared motivated; but most were barely meeting agreed milestones/timeframes.

5 Relationship building in the sector

80. This section of the report examines stakeholder perceptions of the WMA implementation in relation to relationship building in the sector.

Relationships – starting to see collaboration in the sector

81. While it was early days in the implementation of WMA, overall there appeared to be some willingness between various stakeholders to collaborate, as well as examples of collaboration occurring. Table 10 provides an overview of stakeholders' perceptions of the current levels of collaboration in the sector.

Table 10: Summary of relationship building as part of WMA implementation – collaboration in the sector

	Ratings					
	Poor	**Not yet emerging**	**Emerging**	**Good**	**Very good**	**Excellent**
Overall rating						
Cognisance of both political and commercial realities						
Stakeholders are aware of and respect each other's positions/views						
Stakeholders are able to work together and develop long-term partnerships						
Media coverage reflects positive relationships in the waste sector						
Relationship leverage in broader areas than just waste						

82. A history of competition and a complex web of interrelationships between some of the organisations or businesses may make collaboration challenging for some stakeholders. In addition, stakeholders frequently mentioned a "cowboy element" in the sector. In this context stakeholders viewed the implementation of the WMA positively and maintained it took the waste sector in the right direction towards a more integrated and cohesive approach to waste minimisation and management.

83. Stakeholders frequently commented that different organisational drivers, such as profit motives, cost-saving motives and environmental concerns create some tensions between various stakeholders in the waste sector.

> *Industry is not always motivated by the same thing as TAs are or by the Act's intentions. They need to return a dividend to their shareholders who may have invested in a large landfill. Reduction in waste to landfill is un-economic to them. Thus the relationships are not always forthcoming. Until we are able to provide the value added proposition round waste minimisation, collaboration will still be difficult. Alternatively product stewardship should take the burden from rate funded service delivery, this would enable TAs to participate with[out] having to bear the cost. [DFO]*

84. These different organisational drivers gave rise to some of the tensions between the various stakeholders in the waste sector. Some aimed to be profitable, others aimed to save costs, whilst others were motivated by environmental concern. With both large and small companies and councils operating in sector, there may be a need to ensure that the smaller businesses and TAs are not unfairly burdened by either collaboration or compliance compared with the larger businesses and TAs with greater resources.

> *The waste sector is dominated by some very big players, multinationals so it is difficult to collaborate on an even playing field. I think the smaller organisations are actively working together and sharing information however their ability to significantly change things is not easy. Also if waste minimisation is to accelerate at any rate new technologies need to be explored. Breakthrough change involves risk but also potentially the greatest return. [WMF]*

Cognisance of both political and commercial realities

85. Stakeholders had an appreciation of the political and commercial realities of the sector. Table 11 outlines positive response rates from stakeholders about the key drivers that support improved good practice in the waste sector. Overall, economic factors (such as commercial realities, funding and the economic viability of recycling) were considered both a key driver and also a barrier to improved good practice in the waste sector across all stakeholder groups.

Table 11: Positive ratings on the key drivers to improving good practice in the waste sector

Percentage who give a positive rating (4 or 5 out of 5)	**Total n= 125 %**	**DFO n=18 %**	**WMF1 n=24 %**	**WMF2 n=19 %**	**TA n=26 %**	**PS n=17 %**	**Gen n=10 %**	**MfE n= 11 %**
Economic factors, such as commercial realities, funding, economic viability of recycling	87	89	83	89	85	88	100	82
Public awareness and support	70	56	63	84	69	76	70	73
Capacity and capability building within the sector	63	61	58	71	52	71	88	60
Lessening harm to the environment	62	61	75	79	54	65	60	27
Need to meet WMA requirements	56	33	45	71	73	53	50	60
Political or relationship factors within the waste sector	56	53	63	37	57	65	70	55
Wider political or relationship factors	47	35	46	39	52	53	50	55

Possible answers were on a scale of 1 – 5 where 1 = not at all, 3 = somewhat and 5 = very much.

86. Stakeholders also saw public awareness and support as a key driver for improved good practice in the waste sector, particularly amongst successful WMF applicants (84%) and product stewardship stakeholders (76%). General stakeholders (88%), successful WMF applicants (71%) and product stewardship stakeholders (71%) thought building capacity and capability in the sector was a key driver to improved good practice in the waste sector.

87. Lessening harm to the environment was cited as a key driver amongst more than three quarters of those engaged with the WMF – regardless of whether they had made a successful application or not. By comparison, only just over a quarter of Ministry staff (27%) rated lessening the harm as a key driver for waste sector stakeholders.

88. TAs (73%) and successful WMF applicants (73%) were more likely than other stakeholder groups to consider the need to meet WMA requirements as a driver for improved good practice in the waste sector. This may relate to their status as recipients of levy money through stipulated WMA processes.

89. General stakeholders (70%), product stewardship stakeholders and unsuccessful WMF applicants (63%) were most likely to consider political or relationship factors *within the waste sector* to be a key driver for improving good practice in the waste sector. Successful WMF applicants were less likely (37%) to consider political or relationship factors as a key driver.

90. Ministry staff (55%), product stewardship stakeholders (53%) and TAs (52%) were more likely to consider *wider political or relationship factors* were key drivers for improving good practice in the waste sector.

Main barriers to improved good practice in the waste sector

91. The main barriers to improved good practice in the waste sector, cited (in Table 12 below) on average by over half the stakeholders, were again economic factors, such as commercial realities, funding, economic viability of recycling (87%); as well as political or relationship factors within the waste sector (58%) and wider political or relationship factors (53%).

Table 12: The key barriers to improving good practice in the waste sector

Percentage who give a positive rating (4 or 5 out of 5)	**Total n= 125 %**	**DFO n=18 %**	**WMF1 n=24 %**	**WMF2 n=19 %**	**TA n=26 %**	**PS n=17 %**	**Gen n=10 %**	**MfE n= 11 %**
Economic factors, such as commercial realities, funding, economic viability of recycling	87	94	79	83	88	88	90	90
Political or relationship factors within the waste sector	58	44	71	53	57	44	70	78
Wider political or relationship factors	53	41	54	42	52	50	70	78
Public awareness and support	42	29	35	53	50	35	40	50
Capacity and capability building within the sector	38	6	32	56	40	41	44	56
Need to meet WMA requirements	20	12	23	17	15	38	13	20
Lessening harm to the environment	23	24	9	32	20	47	20	0

Possible answers were on a scale of 1 – 5 where 1 = not at all, 3 = somewhat and 5 = very much.

92. All stakeholder groups (87%) strongly cited economic factors as a barrier to improving good practice in the waste sector. However, Ministry staff (78%) and general stakeholders (70%) most frequently considered

relationship factors *within the sector* to be a barrier. Interested-but-not-yet-successful WMF applicants (71%) also frequently saw political or relationship factors within the waste sector as a key barrier to improving good practice. The following quote summarises the types of relational challenges a range of stakeholders considered existed within the sector:

> *There are a number of stakeholders in the waste sector who have quite different views and philosophies. Commercial operators are quite focused on profit but bring business expertise and efficiencies. Local community groups tend to be anti commercial operators and seek to employ locals and desire for profits to remain in the local community - however they often lack business expertise and efficiencies, which make them very expensive. Community groups are often distrustful of commercial operators and reluctant to work with them unless the community group is in charge. Business and industry want landfill charges kept down. Elected members wish to keep rates down (rather than charges) and the general public want easy to use systems for the collection of their refuse and recycling. Managing these relationships can be a challenge. [DFO]*

93. There were also a few stakeholders who perceived the WMA processes had been "captured" by industry lobby groups, particularly in the area of the WMF and voluntary product stewardship.

> *The Fund has been hijacked for political and other agendas. [Interested-but-not-yet-successful Fund applicant]*

> *Everything is decided by political or networking of those in the know!!! [WMF]*

These stakeholder perceptions indicated that the collaborative processes required to prepare WMF applications may be challenging for some. The Ministry appeared to be cognisant of these stakeholders' concerns, while recognising that numerous decisions and powers in the Act rest with the Minister.

Stakeholders are aware of and respect each other's positions/views

94. There was evidence of an emerging awareness among stakeholders of each other's positions and views, as is shown in Table 13.

Table 13: Positive ratings on the degree to which (WMA) encouraged collaboration in the sector

Percentage who give a positive rating (4 or 5 out of 5)	**Total n= 125 %**	**DFO n=18 %**	**WMF1 n=24 %**	**WMF2 n=19 %**	**TA n=26 %**	**PS n=17 %**	**Gen n=10 %**	**MfE n= 11 %**
Does your organisation actively co-operate and work with others in the waste sector?	77	76	75	79	77	60	82	92
Are there instances of positive collaboration in the waste sector?	64	67	54	63	67	53	73	89
Is your organisation's point of view listened to and valued by the rest of the waste sector?	48	33	39	65	41	56	40	70
Does your organisation trust others to share information and ideas?	47	63	53	53	54	13	40	40
Is the sector able to work towards common goals?	36	47	30	37	42	25	60	11

Possible answers were on a scale of 1 – 5 where 1 = not at all, 3 = somewhat and 5 = very much.

95. On the one hand stakeholders generally believed they actively co-operated and worked with others (77%), and stakeholders maintained there were instances of positive collaboration (64%). However, fewer than half the stakeholders believed their organisation's point of view was listened to (48%) or that their organisation trusted others to share information and ideas (47%). This indicated that a sizeable group of stakeholders appeared to be waiting for others to make the first move. There was a noticeably lower level among product stewardship stakeholders (13%) of trust in others to share information and ideas compared with other sectors.

96. Results from the online survey indicated only around a third of the stakeholders in the waste sector (36%) believed the sector was able to work to common goals. The Ministry staff's low rating on this attribute (11%) possibly reflected their understanding of the traditional commercial and political realities in the waste sector.

97. These findings indicated stakeholders were starting to know of and consider each other's positions, but were not necessarily communicating well or proactively yet. But there was agreement that the introduction of the WMA had encouraged different sectors to communicate.

> *The benefits are around an understanding of what the NZ waste stream is finally, the relationships being built with MFE and other sectors around waste reduction. The roll out of new services across the country and the learning around what programs are working and which are struggling. [DFO]*

98. There was some evidence that stakeholders were willing to work together and that trust between key stakeholders was emerging.

> *[There is] better communication with TAs. More planning by TAs for future collaboration. More informed community. Some businesses taking responsibility [WMF]*

99. However, there also continued to be high levels of uncertainty about how to develop trusting relationships within industries and between the different stakeholder groups. This may be an ongoing barrier to collaboration in the sector.

100. While it is beyond the scope of the initial implementation of the WMA, some stakeholders were critical of the initial focus on end waste and were keen for the implementation of WMA and wider tools to target waste further up the production pipeline (that is, design and manufacture), rather than predominantly at the end of the product cycle. However, stakeholders also observed that many consumables that generate waste in New Zealand are manufactured overseas and imported to New Zealand – and they were unsure as to how manufacturing, design and production of those products might be influenced to minimise waste.

Ability to collaborate and form partnerships developing

101. The evaluation examined the extent to which stakeholders perceived they were able to work together and develop long-term partnerships. It is

important to remember that the waste sector is a small sector and many stakeholders are used to working in competition and in isolation.

102. As Table 14 shows, as a result of the WMA introduction the majority of different stakeholder groups (87%) expressed a willingness to work collaboratively with others and to look for opportunities to collaborate (73%). Importantly, nearly half (47%) maintained they were now working in new ways since the WMA was introduced. This was highest for Ministry staff (89%) and amongst the successful WMF applicants (56%). In addition, nearly half the TAs (46%) who responded to the survey acknowledged they were working in new ways since the introduction of the WMA.

Table 14: Positive ratings on stakeholders' perceptions of opportunities for co-operation or collaboration arising from WMA

Percentage who give a positive rating (4 or 5 out of 5)	**Total n= 125 %**	**DFO n=18 %**	**WMF1 n=24 %**	**WMF2 n=19 %**	**TA n=26 %**	**PS n=17 %**	**Gen n=10 %**	**MfE n= 11 %**
Is your organisation willing to work collaboratively with others in the waste sector to overcome obstacles – even in hard times?	87	79	95	100	81	94	91	60
Does your organisation actively look for collaborative opportunities in the waste sector?	73	68	75	79	65	59	91	91
Does your organisation work in new ways with other organisations since the WMA?	47	37	38	56	46	40	45	89

Possible answers were on a scale of 1 – 5 where 1 = not at all, 3 = somewhat and 5 = very much.

103. While there were few instances of proactive long-term partnerships evident, there were emerging relationships that were organisation-wide rather than dependent on individuals. Different stakeholder groups gave evidence of emerging instances of co-operation and collaboration across the sector.

> *I see good evidence of TA collaboration, and some with waste industries but very little with producer industries, with whom much responsibility lies. [TA]*

> *I have seen a much greater interest in collaboration with many organisations looking to partner more readily. It does appear that some parties are a little less inclined to be distrustful. [Product stewardship]*

> *The Act has been a source of encouragement. Increased awareness of proper approach to waste management. We have seen improvement with working with other companies regarding taking up some of the principles in the Act. [Product stewardship]*

104. Stakeholders acknowledged there was growing public awareness about the need for waste minimisation and an acceptance that different stakeholders will have to work together. There was lower awareness amongst the different stakeholder groups that they needed to generate their own collaborations. There was a sense that the stakeholder groups were looking for others to set up the collaborations for them, with the

Ministry as the matchmaker (possibly because of the way the Ministry worked with them in the past).

Continued communication, coordination and encouragement by the MfE is a significant contributor to the success of waste management and product stewardship in NZ. [PS]

105. Interestingly most stakeholder groups rated themselves highly for being collaborative, but said that other groups were not. It appears there was a self-serving bias, which needs to be bridged.

My company is involved with legacy and obsolete waste. Product stewardship for such products is not working effectively, and we believe such products should be dealt with outside of the product stewardship arrangements. We have found it difficult to create effective relationships with companies who do not understand the issues associated with managing legacy/obsolete products. [PS stakeholder]

106. Most stakeholders thought the Ministry was working well with them, and the relationship with the Ministry was viewed positively. A tangible measure of engagement with the Ministry was that response rates to this evaluation for the online survey were at 40% - indicating a reasonable level of engagement compared to general online surveys, which typically have average response rates of around 26%-30% (Dillman, 2000; Hamilton, 2009; The University of Texas at Austin, 2010)[17].

107. Furthermore, the Ministry staff also perceived they had built good relationships as they implemented the WMA.

[The WMA] is a huge change from where we were 2 years ago. [Then we didn't] really even know exactly who would be on our list [of stakeholders]. Now [we] have pretty good relationships with all of them. [MfE]

Little media coverage at this stage

108. As shown in Table 15, around a quarter of stakeholders thought their organisation had gained from media coverage, but this was generally low for all groups except the Ministry. Interestingly only 29% of the successful WMF applicants thought they had benefited from positive media coverage, indicating that the strategy of rolling out the announcements may have been less than optimal for those successful applicants whose funding has not been announced.

Table 15: Positive ratings of media coverage in the waste sector

Percentage who give a positive rating (4 or 5, out of 5)	**Total n= 125 %**	**DFO n=18 %**	**WMF1 n=24 %**	**WMF2 n=19 %**	**TA n=26 %**	**PS n=17 %**	**Gen n=10 %**	**MfE n= 11 %**
Has your organisation benefited from any positive media coverage about the WMA	25	12	6	29	22	29	36	86

Possible answers were on a scale of 1 – 5 where 1 = not at all, 3 = somewhat and 5 = very much.

[17] Note: Recent research in this area (although not directly comparable as based in the US and with different target audiences) shows an online response rate of 30% is considered average.

Relationship leverage not yet beyond waste

As noted earlier in the report, the WMA has only recently been implemented. Thus, it is unsurprising that stakeholders made no mention of being able to leverage their relationships for mutual benefit in wider forums and contexts than just waste.

6 Evidence of good practice – building capability and capacity across the sector

109. This section of the report examines whether there was evidence that the WMA implementation encouraged good practice or the building of capability and capacity across the waste sector. It is important to remember that the WMA is still in the early stages of a staggered implementation (for example, the TAs' WMMPs are not due until July 2012), and stakeholders' perspectives reflect this. Therefore in this section many aspects were rated as *not yet emerging*.

110. The stakeholders indicated that progress made to date appeared appropriate within the timeframe of the past 18 months. Stakeholders did not appear to have noticed any serious problems, unexpected consequences or surprises that warranted urgent remedial action. The Ministry concurred with the views of other stakeholders and believed the WMA worked as intended. For example, since the implementation of the WMA, few levy-related waivers or exemptions were required, and amendments to the legislation were not considered a high or immediate priority.

Table 16: Summary of evidence of good practice in building capability and capacity

	Ratings					
	Poor	Not yet emerging	Emerging	Good	Very good	Excellent
Overall rating						
Efficient waste data collection systems						
Stakeholders use WMA mechanisms and they work effectively (including DFOs and TAs, as well as organisations that engage on product stewardship or the WMF)						
There is value for business in waste minimisation and management						
TAs have good waste minimisation and management plans						

Extent to which there are efficient waste data collection systems

111. There was good evidence that OWLS is an efficient waste data collection system. However, stakeholders acknowledged a need for additional data to be collected in relation to the waste sector. This is covered in the following section of this report on page 50 (Information, Awareness and Compliance).

Extent to which stakeholders use WMA mechanisms and they work effectively

112. Stakeholders were asked what changes or improvements they had seen in the waste sector within their region since the introduction of the Waste

Minimisation Act. The main change seen by just over half of all stakeholders (53%) was that the levy had a positive influence on waste minimisation. Successful WMF applicants (68%), interested-but-not-yet-successful applicants (64%) and general stakeholders (60%) were more likely to perceive the levy had a positive influence on waste minimisation than DFOs (28%), as shown in Table 17, which follows.

Table 17: Changes or improvements seen in the waste sector in your region since the introduction of the Waste Minimisation Act

Percentage who give a positive rating (4 or 5, out of 5)	**Total n= 125 %**	**DFO n=18 %**	**WMF1 n=24 %**	**WMF2 n=19 %**	**TA n=26 %**	**PS n=17 %**	**Gen n=10 %**	**MfE n= 11 %**
Overall, do you see the waste disposal levy having a positive influence on waste minimisation?	53	28	64	68	50	47	60	50
Do you see an improvement in waste data collection systems?	31	33	20	33	38	23	38	33
Do you see an improvement in good practice planning?	29	22	33	26	35	20	56	13
Do you see an improvement in coverage of waste services/infrastructure?	26	17	24	22	31	27	50	14
Are you seeing an improvement in quality of waste services/infrastructure?	23	17	24	22	31	13	40	11
Do you see an improvement in good practice performance?	22	6	24	21	24	27	50	13

Possible answers were on a scale of 1 – 5 where 1 = not at all, 3 = somewhat and 5 = very much.

113. Nearly a third of stakeholders said there was an improvement in waste data collection services (31%) and an improvement in good practice planning (29%), as a result of the WMA implementation. General stakeholders and TAs were more likely than other groups to have observed an improvement in waste data collection, coverage and quality of waste services/infrastructure and good practice planning. DFOs and Ministry staff were less likely to have observed these improvements.

114. What do these findings mean? One way of examining progress is from a behaviour change perspective. Behaviour change theory suggests that people or organisations go through a series of stages when making long-term, sustained change, as outlined in Figure 3.

Figure 3: Stages of change model

Pre contemp-lation	Contemp-lation	Preparation	Action	Maintenance	Relapse
Not currently considering change: "ignorance is bliss"	Ambivalent about change: "sitting on the fence"	Some experience with change, and trying to change: "testing the waters"	Practicing new behaviour: for three to six months	Continued commitment to sustaining new behaviour: post six months to five years	Resumption of old behaviour: "fall from grace".

Source: Adapted from Stages of Change Model (Prochaska, Norcross, & DiClemente, 1994)

115. From a behaviour change perspective, while a few stakeholders had not seriously considered change, there was evidence that many stakeholders were starting to be aware of the mechanisms available through the WMA to minimise and manage waste, and were considering how they might engage with the WMA or were starting to engage with the mechanisms of the WMA. Many stakeholders appeared to be located somewhere between the *contemplation* and *preparation* stages on the behaviour change continuum.

116. In addition, some stakeholders had started to take action to minimise waste. For instance, some stakeholders had introduced infrastructure and prioritised resources that supported the diversification of waste minimisation and management practice. There was also a perception by stakeholders that some landfill operators had increased their focus on waste minimisation, and TAs maintained they had started to make changes in the way they allocated resources to minimise waste. Ministry staff had also observed some changes in approach by TAs.

> *TAs are starting to understand the Act. There are actually quite a [lot of] levers that TAs can pull. [MfE staff]*

117. A potential barrier to waste minimisation was that some stakeholders find it difficult to cost-effectively undertake recycling, as the following quotes illustrate:

> *The cost of kerbside [recycling] collection is two to three times the cost of direct disposal. There is no viable market for [plastics] 3's to 7's and these end up back in the landfill at ratepayer cost after separation and handling. The viability of recycling in the regions is not there. [DFO]*

> *I will give an example, very few people in the South Island recycle glass anymore. 10-15 years ago everywhere they did. They don't do it because they can't afford to get the glass to Auckland for remanufacturing. So [while] the glass product stewardship programme should have actually dealt with that issue, nothing has changed in the South Island. [General stakeholder]*

118. Another potential barrier to waste minimisation was the forthcoming Emissions Trading Scheme (ETS). From January 2012 DFOs (including those operated by TAs) will face not only the cost of the waste levy but potential costs on waste-related methane gas emissions. A commonly shared view amongst stakeholders was that the ETS created challenges in

deciding how to deal with organic waste in the most cost-effective way. While landfill disposal is the least desirable way to environmentally address waste, onsite gas capture can 'recover' energy (gas) from organic waste in a potentially more cost-effective way than composting. This was an example of the complex tensions between the different environmental management policies in New Zealand and internationally.

Extent to which the levy supports good practice, capability and capacity in the waste sector

Context

119. A key purpose of the levy is to raise revenue to improve waste minimisation services in New Zealand[18]. Half the levy is paid to TAs and the remaining half (less Ministry administration costs) is available to fund projects under the Waste Minimisation Fund (WMF).

120. New Zealanders disposed of approximately 2.5 million tonnes of waste to landfill in 2010, creating a total levy take[19] of $25.3 million[20].

Responses to the levy

121. While the Minister's review of the levy by July 2011 (required under the WMA) is outside the scope of this project, stakeholders did mention it frequently, and it coloured their perceptions generally about the extent to which the levy worked effectively. Stakeholders generally perceived it was not a matter of if, but when, the levy rate would be increased, and assumed that the Minister controls this.

122. For the larger TAs the levy payment amount was substantial (around $1 million per year), and this provided an additional source of revenue to help them fund waste minimisation. Stakeholders provided examples of where some TAs had introduced new initiatives - for instance, Timaru District Council started using a weighbridge to measure waste at their landfill.

> *There is some certainty around the levy, MfE has implemented those processes and got them running. [TA]*

123. Sector stakeholders acknowledged that in the current economic climate some TAs were under considerable pressure to hold their budgets or find budget savings. A commonly held perception expressed by a range of stakeholder groups, including TAs, was that the levy payments made to

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[18] Section 25, Waste Minimisation Act 2008. See also discussion about the lack of funding for waste minimisation infrastructure in the MfE 2007 report *Targets in the NZ Waste Strategy: 2006 Review of Progress*: http://www.mfe.govt.nz/publications/waste/waste-strategy-review-progress-mar07/

[19] This figure is calculated at $10 per tonne for the year 1 January 2010–31 December 2010 (GST-exclusive). All financial data from MfE Finance Department.

[20] This is the accrued amount calculated at the time of disposal. The waste levy actually received for the 2010 period was $25.1 million.

TAs were often used to fund *business as usual* rather than funding new initiatives.

> *The distribution to TLA's [TAs] is effectively spread too thinly to initiate new programs and it gets spent on business as usual. [TA]*

> *I believe the levy has not made the impact it could have. Many councils only replaced spending with the levy rather than doing more. If all the money went to more programmes, we would have seen huge changes. The MFE should put pressure on TAs to spend the money on new projects rather than letting politicians take it into general revenues. [General stakeholder]*

124. Some of the smaller TAs maintained that levy payments were not sufficient for them to meet their responsibilities under the WMA because the distribution model for levy payments was on a population basis and they did not generate a sufficient amount of funds.

> *I get tens of thousands a year not millions like the big centre. [TA]*

> *I think we are due about $10,000 – we will have to save that up for a long time before it will be useful. [TA]*

125. Some smaller TAs also maintained that the distribution model did not acknowledge particular challenges they face such as seasonal tourist numbers or high waste behaviour.

> *A portion of the funding has come back to our district, but it has been too minimal to make any meaningful changes. [TA]*

> *A 50% return to local government is insufficient when the portion of retained funds is so much. Local government can make a difference by installing a MRF or providing a household food waste recovery service but the present rate of return is insufficient for uneconomic services to get off the ground. [DFO]*

Purpose of the levy

126. However, some stakeholders' expectations of improvements due to the levy were greater than was envisaged within this early implementation stage. The primary purpose of the levy is to support capability and capacity building in the sector, but some stakeholders thought the levy was also supposed to trigger behaviour change to minimise waste. Some of the stakeholders who saw the levy as a behaviour change tool regarded the $10 levy rate as too low to incentivise more waste reduction.

> *There is timidity around levy price increase. [General stakeholder]*

> *They [general public and business] don't notice because its only $10 [per tonne] – it's too small …large industry do [notice] …but the medium and small businesses they have… a collection contract. [TA]*

> *A slight drop-off in tonnes to LF [landfill] but also clouded by economic downturn. $10 levy itself has made little difference - most changes [are] from kerbside recycling initiatives, although all these activities are at a much higher cost per tonne than direct landfill disposal. [DFO]*

Extent to which WMF supports good practice, capability and capacity in the waste sector

Context

127. In 2010 there were 163 eligible applications totalling approximately $55 million worth of projects for approximately $6.5 million of WMF funding. In the initial funding round $6.5 million was allocated to 25 projects. Projects funded range in size from $30,000 to $1.6 million. The Ministry encouraged applicants to contribute at least 20% of the total project cost. The first round projects are contributing an additional $6.5 million from other sources, and thus the total project value derived from the 25 projects is approximately $13 million. In fact, the non-levy contributions for the projects funded averaged out at 50%, well ahead of the 20% guideline[21].

Responses to the WMF

128. Overall, stakeholders indicated that implementation of the first round of WMF was moderately successful. Stakeholders (especially successful Fund applicants) saw instances where the WMF supported infrastructure development and encouraged financial and resource contributions from the broader sector.

> *There has been some investment in the right area e.g. funding RCN group to set up reprocessing facilities for e-waste. [TA]*
>
> *Some of them have been very successful in their applications to it and so its funding bodies of work which is excellent. [General stakeholder]*

129. But at the same time some stakeholders challenged whether the WMF was well spent and were less convinced that the WMF encouraged development of innovative solutions.

> *Too much of the … funds have been poorly invested by MfE e.g. one off events that does nothing long term to provide solutions. [TA]*

130. Table 18 shows the differences in perceptions between successful and unsuccessful applicants, as well as the perceptions of stakeholders as a general group.

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[21] Data provided by MfE.

Table 18: Positive ratings on the extent to which administrative processes support WMF

Percentage who give a positive rating (4 or 5 out of 5)	Total n= 53 %	WMF1 n=24 %	WMF2 n=19 %	Gen n=10 %
Do you think the Fund encourages a mix of different types of projects?	56	43	73	60
Do you think the Fund encourages your organisation to build capacity in the waste sector?	49	35	75	25
Do you think the Fund encourages development of innovative solutions to waste problems?	49	35	75	25
Do you think the Waste Minimisation Fund encourages a mix of sizes of projects?	45	43	57	20

Possible answers were on a scale of 1 – 5 where 1 = not at all, 3 = somewhat and 5 = very much.

WMF applicants

131. While there were a large number of eligible applications (163), stakeholders reported there were relatively few applications from non-Government organisations (NGOs) or from iwi.

> *It's early days. The first round of applications included too few of the big players and many of the applications were try ones. [WMF]*

> *[Was surprised by] the lack of interest from the big players. [WMF]*

132. While there were suggestions that iwi were not strongly represented in the sector, there was no clear feedback from stakeholders as to why they thought iwi had not applied. This requires further investigation.

133. In the case of NGOs, stakeholders suggested that the application process may have required information the industry considered too commercially sensitive to share in an application form.

> *[Referring to the WMF application process] I think the industry have real concerns around IP and the Official Information Act when it comes to doing anything with MFE, so there is a level of mistrust I think from both ends. [General stakeholder]*

134. The WMF criteria were broad and the high number of applications meant the projects that secured funding had to meet both the broad criteria and the required standard of application. Stakeholder feedback indicated that some organisations made very good applications.

> *[Was surprised as] the quality [of applications] exceeded my expectations. [WMF]*

> *There were some good and some very good ones. Hopefully those that are funded will demonstrate both value for money and generate further ideas and interest. [WMF]*

135. However, many applicants were applying for the first time to any Fund whatsoever, and stakeholders commented that some in the sector had low levels of understanding of government processes. The stakeholder perception was that a lack of experience was evident in a substantial number of poor-quality applications.

> *[I've heard that] the quality of the applications has been poor … Sector groups don't necessarily understand the criteria, they don't necessarily work in that space*

> *and so they don't understand why they need to adhere to the rules. [General stakeholder]*

> *You have got a lot of people in the waste sector that generally have no qualifications, and … they don't understand normal government procedures. [General stakeholder]*

136. Stakeholder feedback indicated that covering the cost of developing an application was also potentially challenging from a resourcing perspective, particularly for small organisations. The Ministry has since made it clearer to would-be applicants that they should expect to invest 3–5% (which is non-recoverable) of the total project value in order to produce an acceptable WMF application. While the process appeared challenging for some, those stakeholders whose projects were successful found the application process was helpful to their business generally. Thus, those seeking funding may benefit from further assistance to help improve the quality of applications.

137. While the aim of the WMA is to encourage collaboration including joint funding, some smaller organisations commented that they struggled to find co-funding contributions. They also struggled to identify who else was planning to propose a similar project that they might have collaborated with. As a result WasteMINZ has set up a database to help potential applicants make connections.

> *Generally, I feel that the administration of the application to the Fund outweighs the potential benefit to my business. The co-funding component is very problematic. [WMF]]*

> *[WMF] is only for the big players. Small business is not important to your organisation. [WMF]*

138. In response to learnings from the first round, the Ministry did anticipate the sector was likely to find the application process challenging and offered a number of workshops on improving applications for future rounds. Ministry staff observed that few iwi representatives attended these nation-wide workshops and indicated a need to explore other ways to engage with iwi.

139. In addition the Ministry responded to requests from the sector and have made the following changes to the 2011 application process:

- reduced the repetition of information requested in application forms
- the project plans are now pre-populated from information contained in the application forms
- the guide for applicants has been rewritten to ensure that applicants are more aware of what is expected in applications
- the process for announcing funded projects is under review to ensure that announcements are linked to key dates where announcements can be made for example at the annual WasteMINZ conference.

140. Those likely to make WMF applications were appreciative that the Ministry was responsive to their feedback. However, some stakeholders thought the Ministry needed to find further ways to encourage organisations to make applications. There was a call for a more flexible application process.

> *You need to be prepared to step back and recognise that true innovators do not fit neatly into a set of boxes that you have preconceived for them. I would encourage you to have an alternative (flexible, informal) process by which you can identify and encourage other means to the same ends. [WMF]*

141. An ongoing challenge for the Ministry will be to continue to seek a high standard of WMF applications – ones that are robust, accountable and well thought-through – without setting the bar so high that it discourages smaller businesses with innovative ideas from applying.

The extent to which product stewardship supports good practice, capability and capacity in the waste sector

142. Five voluntary product stewardship schemes were accredited by the Ministry by 31 December 2010, and two more were under assessment. While this signals progress, there was a sense from some stakeholders that these schemes did not cover high-profile areas, such as tyres. Furthermore, there was an indication that some stakeholders wanted mandatory product stewardship schemes immediately, to set an even playing field for industry. Some stakeholders perceived there was unproven benefit from voluntary schemes in terms of business advantage.

143. As shown in Table 19, product stewardship stakeholders generally agreed that there was demand for product stewardship and that accreditation was important to their organisation and shareholders (80%), and to the general public (65%). Furthermore, just over half the product stewardship stakeholders believed product stewardship accreditation was important to overseas importers of their products (56%).

Table 19: Positive feedback on importance of accredited product stewardship schemes to key stakeholders

Percentage who give a positive rating (4 or 5 out of 5)	**PS n= 17 %**
Do you think product stewardship accreditation is important to your organisation and shareholders?	80
Do you think product stewardship accreditation is important to the general public of NZ?	65
Do you think product stewardship accreditation is important to overseas importers of your products?	56

Possible answers were on a scale of 1 – 5 where 1 = not at all, 3 = somewhat and 5 = very much.

144. While half of the product stewardship stakeholders surveyed thought there was an improvement in the sector's willingness to share product responsibility, only around a third of stakeholders (38%) thought that public pressure would change the sector's attitudes to shared product

responsibility. Furthermore, only one in five product stewardship stakeholders (20%) believed their organisation benefited directly from economic opportunities related to shared product responsibility, as shown in Table 20.

Table 20: Positive feedback on benefits of voluntary product stewardship schemes

Percentage who give a positive rating (4 or 5 out of 5)	**PS n= 17 %**
Do you see improvement in the commercial sector's willingness to share product responsibility?	50
Do you see an improvement in the commercial sector's uptake of shared product responsibility in practice?	50
Do you see public pressure changing the sector's attitude towards shared product responsibility in practice?	38
Is your organisation benefitting directly from economic opportunities related to shared product responsibility?	20

Possible answers were on a scale of 1 – 5 where 1 = not at all, 3 = somewhat and 5 = very much.

145. An important barrier to product stewardship appeared to be the initial implementation of the voluntary accreditation elements of WMA, which stakeholders maintained gave an advantage to non-participants. Stakeholder feedback indicated there was a need to start considering activating the mandatory priority product provisions in the WMA.

> *Product stewardship schemes need to be national. I think the voluntary system is flawed – you always have people who want to do the right thing and the cowboys. Unless there is a marketing advantage the product stewardship is very difficult – it can handicap people who are doing the right thing. [DFO]*
>
> *The Minister has a clear preference for voluntary product stewardship schemes. And so the people that are able to get one across the line are the people that are putting in them in, as opposed to the waste streams that clearly need a product stewardship. So tyres for example, clearly needs it, it's a big problem and clearly needs a solution. But we have product stewardships schemes in place for agriculture plastics and chemicals, and which are very, very small percentage of the total waste stream, so a lot of concern around the fragmented approach. [General stakeholder]*
>
> *The government is still placing too much onus on waste disposal operators and not on the producers of the waste. It is still end pipe solutions. The government is not targeting the causes of waste, at the beginning of production. [DFO]*
>
> *I see good evidence of TA collaboration, and some with waste industries but very little with producer industries, with whom much responsibilities lie. [TA]*

The extent to which TAs are starting to address the need to develop waste minimisation and management plans

146. It is important to acknowledge that TAs find themselves in a difficult position – with the economy in the midst of a recession, Local Government Act changes and pressure not to increase rates, while also being required to meet the expectations of the WMA, in some cases with little additional funding.

147. TAs maintained they made significant contributions during the consultation stage before the WMA was enacted. Some TAs were disappointed that the final version of the WMA was less potent than was originally envisioned. In particular, they reported feeling hampered due to the limited definition of "waste" and commented that they felt the WMA *had no teeth*.

148. The TAs reported they believed they had high levels of awareness of their responsibilities under the WMA, but other feedback during the survey indicated that this awareness was still evolving. For instance, few TAs reported seeing reducing harm to the environment as a driver for waste minimisation. Other stakeholders also saw TAs' understanding of the WMA being less than was indicated by TAs themselves.

> *TAs have a very poor understanding of what the Act actually says and what is still there, because the Act is in a framework state at the moment. So they have genuine concerns and its 'then how do you relate those back into what is in the Act, what's available'? … The Ministry has worked very hard on trying to communicate this. [General stakeholder]*

149. TAs appeared to focus mainly on service delivery in the waste sector – that is, dealing with the operation of waste disposal, recycling collections and/or managing waste service contracts.

> *What TLA's [TAs] require is investment in the private sector at the reprocessing end i.e. somewhere to dispose of waste products sustainably. [TA]*

150. There appeared to be a tension in the priorities of some TAs who operated both waste management services, such as landfills, and waste minimisation services. Many TAs were concerned to keep costs down for their ratepayers while also minimising waste. Some TAs focussed on how they could reduce the cost of recycling and lower the amounts going to landfill (because it costed so much), rather than focussing on reducing overall environmental harm.

151. The aim of levy payments to TAs was to build capacity and capability. As already mentioned stakeholders, including TAs, perceived that many TAs used their levy payments to offset other cost increases in this currently cost-conscious climate. This was not intended under the WMA.

152. The WMA also requires TAs to produce waste minimisation and management plans (WMMP) in 18 months' time (by July 2012). Some TAs were being more proactive than others. Some TAs commented that they delayed their planning until the revised New Zealand Waste Strategy (NZWS) was announced. They assumed that, like its 2002 predecessor, the 2010 NZWS would provide specific targets and detailed direction that TAs could incorporate in their planning to strengthen the strategic imperative for council decision makers. The NZWS released in October 2010 (during the fieldwork for this evaluation) was more concise and did not contain specific targets. In part, the NZWS release answered some questions, but TAs were looking for targets and more regulatory powers to require information to be shared by waste operators in their district. TAs have subsequently started to focus more on their WMMPs.

> *The time taken for the publication of the NZWS was frustrating, given the extensive feedback offered by TAs and others on the draft strategy. Given the strategy was in the end a very concise document, it could have been released much earlier. [TA]*

153. Some TAs maintained it was hard to plan without an evidence base. They maintained that currently data collection of disposal volumes was only at a national or broad regional level, whereas they required the ability to disaggregate data to a detailed level. Some TAs also maintained that other waste data was fragmented, often based on assumptions and insufficient to feed into TA planning at this stage. Other stakeholder groups also noticed that data collection in the waste sector was fragmented.

> *From a contractor's point of view, the TAs information requests are not all the same. There is a need for one standard system – standardisation would be great. It's all very well to have localised solutions. [DFO]*

154. Some progress was made in TAs taking responsibility for waste management and minimisation planning. To date four TAs have provided Waste Minimisation and Management Plans (WMMP) to the Ministry for comment, plans that are due by July 2012.

7 Information, awareness and compliance

155. This section of the report assesses the extent to which information on the WMA was disseminated, awareness was raised and stakeholders perceptions of how they were complying with the WMA.

156. Overall there was good evidence that the Ministry had produced and disseminated a range of information to stakeholders that supported the WMA implementation; the Ministry had credibility with stakeholders and that senior Ministry staff supported a phased approach to WMA implementation.

157. As Table 21 shows, amongst stakeholder groups there was an emerging awareness of the WMA and its requirements, and of the need for waste minimisation. This was reinforced by regular contact the Ministry had with stakeholders via email, newsletters and meetings – from which useful and timely feedback loops were starting to evolve. However, the data collection aspects of the WMA implementation were only in their infancy.

158. The Ministry's initial focus during WMA implementation was on building sector awareness of responsibilities and voluntary compliance. Stakeholders perceived that the waste sector sometimes, with quite a few exceptions, complied with the WMA – encouraged by evolving monitoring and compliance systems that supported voluntary compliance. More recently, the Ministry implemented an audit programme for DFOs and WMF from which enforcement may develop.

Table 21: Summary of evidence that stakeholders have information, are aware and are complying with the WMA

	Ratings					
	Poor	**Not yet emerging**	**Emerging**	**Good**	**Very good**	**Excellent**
Overall rating						
Awareness and knowledge of waste minimisation approaches including recycle, recover, reuse and product stewardship						
Data collection systems are effective and enable good measurement						
Data collection systems are comprehensive and well resourced						
There is support for WMA at senior levels in MfE						
Monitoring and compliance systems support voluntary compliance						
Feedback loops are useful and timely						
MfE can take effective enforcement action						
MfE has credibility with stakeholders						

Information generally meet stakeholders' needs

159. Stakeholders perceived that the waste sector had started to understand concepts such as recycle, recover, reuse and product stewardship, and it had begun to accept the need to reduce environmental harm. However, as previously observed, there was less evidence that this awareness had translated into action.

160. Stakeholders reported that the Ministry had produced information guidelines and processes to support stakeholders across the sector to comply, and to encourage waste minimisation and management practice – as shown in Table 22. The Ministry's information, advice and guidance was judged as good in the way it helped stakeholders to meet the WMA requirements. Many stakeholders considered the Ministry's information was timely (68%), easy to access and understand (64%), and relevant (56%). TAs in particular found the Ministry's information relevant (64%) and timely (80%). Those least likely to rate the Ministry's information advice and guidance positively were the interested-but-not-yet-successful WMF applicants.

Table 22: Positive ratings on the extent to which MFE's information, advice and guidance helps organisations meet the WMA requirements

Percentage who give a positive rating (4 or 5 out of 5)	**Total n= 114 %**	**DFO n=18 %**	**WMF1 n=24 %**	**WMF2 n=19 %**	**TA n=26 %**	**PS n=17 %**	**Gen n=10 %**
Are you satisfied with the timeliness and regularity of information from MFE	68	67	52	56	80	73	91
Are MFE's waste-related information and/or guidelines easy to access and understand?	64	63	46	71	64	75	80
Are MFE's information or guidelines relevant and helpful for your organisation?	56	53	40	56	64	56	80

Possible answers were on a scale of 1 – 5 where 1 = not at all, 3 = somewhat and 5 = very much.

Feedback loops are beginning to be useful and timely

161. There was evidence from stakeholders of a range of emerging informal feedback loops that were considered useful and timely. Ministry staff held a number of meetings during the year with the various stakeholder groups. In addition, TAs commented that Ministry staff had been timely and effective in their communication by email, updates and newsletters. The Ministry ran a series of workshops with WMF applicants that were sometimes, with quite a few exceptions, considered useful.

There was support for the implementation of WMA at senior levels in MfE

162. There was evidence that the Ministry's implementation team had good support at senior levels within the Ministry for a phased approach to the WMA implementation. The use of a project management approach ensured that all the key implementation tasks were sufficiently resourced and completed on time.

163. The Ministry undertook a number of new activities as part of the WMA implementation including: administering the collection and distribution of the levy, operating the Waste Minimisation Fund, assessing voluntary product stewardship applications, and monitoring and auditing for compliance. In the coming 18 months the Ministry will engage more with TAs as they develop their WMMPs. Ministry management described the implementation of the WMA as being in a new business phase – where the various levers of the WMA were implemented in a low-level manner with the aim of encouraging voluntary compliance. However, some stakeholders wanted the WMA implementation to go further or faster.

Stakeholders are observing some changes and improvements in the sector

164. As Table 23 shows, while the majority of stakeholders (85%) saw opportunities to reduce waste harm in New Zealand, fewer saw evidence of environmental harms caused by waste that needed addressing (67%). Given TAs are responsible for planning waste minimisation and management in their district, it was noteworthy that just 40% of the TA stakeholder group saw evidence of environmental harms from waste that needed addressing. This indicated TAs were still coming to terms with the task of leading waste minimisation in their districts.

165. While stakeholders saw potential economic benefits from improving the waste sector's performance (76%), as previously identified in this report they also saw evidence of economic barriers that limited the waste sector's performance (69%).

Table 23: Changes or improvements seen in the waste sector in a region since the introduction of the Waste Minimisation Act

Percentage who give a positive rating (4 or 5, out of 5)	**Total n= 125 %**	**DFO n=18 %**	**WMF1 n=24 %**	**WMF2 n=19 %**	**TA n=26 %**	**PS n=17 %**	**Gen n=10 %**	**MfE n= 11 %**
Do you see opportunities to reduce environmental harms from waste in New Zealand?	85	83	92	95	65	94	90	91
Is your organisation taking action to reduce environmental harms of waste?	83	72	95	100	62	100	100	56
Do you see economic opportunities to improve the waste sector's performance, and encourage waste minimisation in New Zealand?	76	65	92	68	56	80	100	90
Is your organisation taking action to optimise economic opportunities to encourage waste management and minimisation?	74	50	80	89	64	87	89	67
Do you see evidence of economic factors that limit the waste sector's performance in New Zealand?	69	72	79	63	72	69	50	67
Do you see evidence of environmental harms from waste that need addressing in New Zealand?	67	59	79	89	40	75	60	73

Possible answers were on a scale of 1 – 5 where 1 = not at all, 3 = somewhat and 5 = very much.

166. While many stakeholders perceived there were changes or improvements in the waste sector generally, there appeared to be far fewer who saw ways to improve good practice or data collection themselves. As Table 24 illustrates, just a third of stakeholders (36%) saw examples of improved knowledge and awareness of good-practice approaches to address waste. This was highest amongst general stakeholders (50%) and TAs (42%) and lowest amongst the DFOs (17%).

167. Around a quarter of stakeholders (26%) saw an improvement in the waste sector collecting and using information – a view that was fairly evenly held across all the stakeholder groups. However, while stakeholders perceived that some information was being collected, they also commented that it was not yet being used or analysed by the sector.

Table 24: Positive ratings on improved performance in the areas of knowledge and awareness and data collection and use of information

Percentage who give a positive rating (4 or 5 out of 5)	**Total n= 125 %**	**DFO n=18 %**	**WMF1 n=24 %**	**WMF2 n=19 %**	**TA n=26 %**	**PS n=17 %**	**Gen n=10 %**	**MfE n= 11 %**
Do you see improved knowledge and awareness of good practice approaches to address waste?	36	17	39	37	42	38	50	29
Do you see an improvement in the waste sector collecting and using information?	26	24	20	33	28	25	29	25

Possible answers were on a scale of 1 – 5 where 1 = not at all, 3 = somewhat and 5 = very much.

Data collection systems were not yet effective nor enabled good measurement

168. Data collection systems were not yet seen as effective and enabling good waste measurement by stakeholders. Currently only the total disposal-to-landfills data is collected, via OWLS. While OWLS was considered to be successful administratively, the data collection primarily supported the levy collection process. Stakeholders reported they were not yet seeing benefits of the data collected.

169. In addition, there were real tensions around the collection and management of commercially sensitive information, as stakeholders considered the waste sector was highly competitive. For instance, OWLS data is currently reported at an overall tonnage level with breakdowns to the level of just North or South Island, due to commercial sensitivities with the data.

> *The levy and the online waste levy system OWLS has been very well implemented by MFE and that data is now being reported which is fantastic. So the participants that are contributing information can see it clearly reported at a national level, on the MFE website. [General stakeholder]*

> *We have seen that already in terms of data gathering, certain data gathering ... is just not doable. [General stakeholder]*

170. While the Ministry contends that data currently being collected has improved on previous rough estimates of New Zealand's waste disposal rate, the findings highlight the potential for much broader information

collection to support waste minimisation planning and overall sector reporting.

171. Some stakeholders described data collection by TAs as fragmented and not linked with the collection requirements of other TAs. DFOs observed that there was not a standardised system of data collection amongst TAs.

Data collection systems are not yet comprehensive and/or well resourced

172. The Ministry and sector are working to address widespread information gaps, but solutions have not yet emerged. Data collection systems were specifically identified as an issue in all focus groups, and as time goes on there will be increasing pressure for information to show how well the WMA is addressing sector issues and improving waste minimisation.

> *The big challenge that we have been soundly criticised for quite some time in the sector is the fact that we don't have any data. [General stakeholder]*

Monitoring and compliance systems support voluntary compliance

173. Feedback from stakeholders and the Ministry indicated that DFOs were mostly complying with their WMA responsibilities. Auditors reported that for some operators a lack of management controls had led to mistakes within the levy collection system, which were being rectified. However, at this stage there was no evidence of deliberate fraud. Thus, there was emerging evidence that there was a willingness to comply.

> *Don't think there is a lot of [levy] avoidance, but as the levy goes up there will be illegal dumping and challenges about what is cleanfill/landfill. Cleanfill is a mares nest. [DFO]*

174. Stakeholders (both TAs and DFOs) perceived there were still issues to resolve over the interpretation and appropriate use of 'cover material' (used as part of good landfill practice) and diverted tonnage, which are a potential source of levy avoidance.

175. An ongoing auditing function undertaken by the Ministry ensures that various stakeholders comply with the WMA requirements. However, compliance assurance and auditing of levy expenditure were in the early stages. As yet, there was little data to assess whether TA levy spend was meeting the WMA intentions.

MfE can take effective enforcement action

176. The WMA allows for a range of potential directive and enforcement actions (by the Ministry, the Minister, the Governor General and TAs) if other compliance incentives fail, depending on what the non-compliance issue may be and with whom. The main compliance action implemented to date was a series of audits undertaken by the Ministry and a contracted independent auditor. While the WMA makes provision for enforcement powers, by December 2010 the appointment of enforcement officers had not been actioned by the Ministry; and probably not by TAs either, as many have yet to introduce bylaws to support their responsibilities under the WMA.

177. While there were anecdotal references by stakeholders to some waste being diverted to cleanfill, a separate investigation by the Ministry concluded that:

> Overall there is no evidence that the waste disposal levy ... is having any effect on the operation of cleanfill facilities to date... There has been little change in the rates of non-compliance and therefore it cannot be established that waste is being dumped illegally at cleanfills at any higher rate than was occurring before the levy was introduced.[22]

MfE has credibility with stakeholders

178. In summary, while there are still improvements that can be made, overall, the Ministry seems to have achieved a useful balance between the use of incentives and enforcement to implement the WMA. As has already been covered earlier in the report, the Ministry has good credibility with key stakeholders, and this has helped create an environment of voluntary compliance of the WMA. Stakeholders maintained that the Ministry provided useful information and guidelines; was prepared to work alongside the stakeholder groups; personnel were accessible; and communication was open and honest. Stakeholders praised the Ministry for offering extensive and broadly accessible workshops on various topics.

> *The Act is a great initiative and the Ministry are doing a fantastic job. It is a great opportunity and we are very lucky. [WMF]*

> *MfE has done a good job bearing in mind their constraints. [General stakeholder]*

> *I have found the Ministry very easy to deal with. [PS]*

Final comments

179. A key purpose of this report was to develop a benchmark against which future progress can be compared. The WMA is only 18 months into implementation. It will be important for the Ministry to carefully track stakeholder engagement and perceptions over the next 18 months to enable continued fine-tuning of Ministry activities and to provide encouragement to stakeholders as they undertake other key responsibilities for the first time, as prescribed by the WMA. In addition, if there are any changes to the levers used within the WMA, the responses to these changes will need to be monitored to ensure that there are no perverse outcomes.

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[22] Ministry for the Environment. (2011) Consented Non-levied Cleanfills and Landfills in New Zealand: Project Report. Ministry for the Environment: Wellington. (p23).

8 Appendix I: Methodology

180. This section of the report contains detailed information on the methodology used for this evaluation. A range of data informed this evaluation, including, the design, implementation and analysis of an online survey, three focus groups, semi-structured interviews with four key stakeholders, and a sense-making session with MfE staff.

Development of evaluative and merit criteria

181. As part of this project, in conjunction with MfE, evaluative criteria and a general rubric were developed. Development of evaluative[23] and merit criteria[24] against which the implementation of the WMA was assessed was drawn from two sessions with MfE staff charged with policy input, implementation and operation of the WMA. Existing MfE documentation, other working papers and background documents also informed the development of evaluative and merit criteria. These were developed to provide a strong evaluative framework to underpin the WMA evaluation.

182. We used evaluative criteria, which incorporated the goals or objectives of the WMA as the evaluative framing, as well as wider factors – to ensure we captured the learnings from any positive unintended side effects or any unintended consequences.

Online survey

183. The evaluation team worked with MfE staff to design the online survey and then independently analysed the results of the online surveys, targeting stakeholders from a range of sectors.

184. MfE were responsible for developing a sample frame and for sample selection. Respondents were a random sample from a 2009/2010 data base of email addresses that included all DFOs and all TAs. The sample also included those who had registered an interest in WMF in 2009, or who had applied for the WMF Round 1 2010, as well as the independent WMF panel assessors. In the area of product stewardship, the sample included those who had registered an interest in product stewardship schemes in 2009, those who had applied for product stewardship accreditation and independent product stewardship assessors. In addition, general stakeholders were included and this list was updated to include general stakeholders known by MfE staff but not necessarily included in the previous databases – including commentators and consultants. Overseas or obsolete email addresses were removed and where there was

[23] Evaluative criteria are the “attributes (e.g. features, impacts) of the evaluand that we will look at to see how good ... (or... how effective) it is” (Davidson, 2005, p. 23).
[24] Merit criteria (or merit determination) “The step in an evaluation that involves the combination of descriptive facts and relevant values to draw evaluative conclusions about performance on particular dimensions or components” (Davidson, 2005, p. 242).

a replication of addresses on two sub audience lists, a manual selection was made.

185. In addition, questions in the questionnaire allowed respondents to self identify the perspective they represented (including any participation in) the WMF application process and the Product Stewardship voluntary accreditation process.

Table 25: Online survey responses

Stakeholder groups	Sample	Number of interviews	Response rate
Total WMF, of which:	135	49	36%
• WMF1: Interested but not yet successful (unsuccessful applicants, and those who may apply in 2011)		24	
• WMF2: Fund engagers (successful applicants, and panel assessors in 2010)		19*	
DFOs : Disposal facility operators	37	19	51%
TAs: Waste officers from Territorial Authority's (receive levy funds and/or responsible for waste in district)	54	26	48%
PS: Product stewardship stakeholders and (5) accredited scheme managers	52	17*	33%
Gen: General waste stakeholders (and stakeholders with general interest in the WMF)	25	10	40%
MfE: Ministry for the Environment staff	22	13	59%
Total	325	134	41%

Note: Stakeholder groups with * include 20 telephone interviews.

186. The online survey was conducted between 25 November and 10 December 2010. During the same time frame 20 interviews were conducted by telephone with WMF project stakeholders and Product Stewardship stakeholders by an experienced interviewer from within the Evaluation team. The interviewer used the same questionnaire as was used for the online survey. The data was then entered into the online survey database. In total a 40% response rate was achieved overall from the 325 stakeholders contacted, including the inputted phone interview versions of the survey.

187. Established protocols (Dillman, 2000; The University of Texas at Austin, 2010) for the online surveys were followed to maximise the potential response rate including:

- prenotification: participation was requested from respondents in advance and information provided about the purpose of the survey, how the results would be used, and respondents were assured that responses would be anonymous and reported in aggregated form to maintain confidentiality
- respondents had a fortnight to complete the survey

- the survey was piloted to test that the design was easy to read and follow
- clear instructions were provided on how to complete and submit the survey
- reminders were sent during the survey period thanking the respondents who had completed the survey, and reminding others about the deadline for completing the survey
- a final reminder was sent the day before the survey closed
- incentives were not used for this survey.

Semi structured interviews

188. Design, implementation and analysis of semi structured interviews with key stakeholders were undertaken either face-to-face (one interview) or by telephone (three interviews) between 8-14 December. In total, a 60% response rate was achieved from the sample provided.

Focus groups

189. Design, implementation and analysis of three focus groups were undertaken face to face in 90 – 120 minute sessions – one with ten TA representatives 28 August 2010, one with eight general stakeholder representatives including six members of the Waste Advisory Board on 18 October 2010 and one with seven MfE staff on 8 December 2010.

Sense-making session

190. A sense-making session was held on 2 February 2011 with 11 participants comprising MfE managers and staff who were either currently responsible for the operation of the WMA or were responsible in the past for the design or implementation of the Act. At the session, data from the study was examined to look for generalisations, exceptions, contradictions, and surprises from stakeholder data.

9 Appendix II: Data tables from online survey

191. This section of the report contains the data tables from the online surveys.

Table 26: Description of data set

WMA Survey 2010 Results - including WMF sub-audiences (December 2010)	
KEY:	
DFO =	disposal facility operator
WMF1 =	Fund bystanders/disaffected (unsuccessful applicants, and may apply in 2011)
WMF2 =	Fund engagers (successful applicants, and panel assessors in 2010)
TA =	territorial authority (receives levy $ and responsible for waste in district)
PS =	product stewardship stakeholders and (5) accredited scheme managers
general =	general waste stakeholders (and stakeholders with general interest in the WMF)
MFE =	Ministry for the Environment staff
Evaluation: de facto measure to look at is Total "Very much (4 and 5)" Mean against these ratings:	
Excellent	90% or above agreement with strong cohesive view/exemplary performance
Very Good	80 - 90% agreement on virtually all aspects, no major weaknesses
Good	60 - 80% and <15% serious dissent, but not on any key aspects
Emergent	40 - 60% (and <15% serious dissent, no show stoppers)
Not Yet Emergent	< 40% and some serious dissent or showstoppers
Summary of Question Tables below:	
Q1, 2, 3, 4 (WMF)	administrative efficiency - WMA & MFE specifically
5, 6, 7 (PS)	relationships in the sector
8, 9, 10	building an improved sector - key drivers, barriers, improvements seen
11, 13 (PS	observations - evidence seen of factors and improvements, opportunities being taken

Is the WMA a law that is easy for your organisation to understand?								
	Total	DFO	WMF1	WMF2	TA	PS	General	MFE
Q1_A_1	120	19	19	19	26	16	11	10
1 Not at all	3%	0%	11%	5%	0%	0%	0%	0%
2	4%	0%	5%	16%	4%	0%	0%	0%
3 Somewhat	24%	16%	21%	21%	31%	44%	9%	20%
4	47%	47%	37%	37%	54%	44%	36%	80%
Very much	23%	37%	26%	21%	12%	13%	55%	0%
Very much (4 and 5)	69%	84%	63%	58%	65%	56%	91%	80%
Somewhat (3)	24%	16%	21%	21%	31%	44%	9%	20%
Not at all (1 and 2)	7%	0%	16%	21%	4%	0%	0%	0%
Mean	3.8	4.2	3.6	3.5	3.7	3.7	4.5	3.8
is the WMA a law that is efficient to apply in the real world?								
	Total	DFO	WMF1	WMF2	TA	PS	General	MFE
Q1_A_2	115	19	21	17	25	16	9	8
1 Not at all	7%	0%	29%	12%	0%	0%	0%	0%
2	15%	21%	10%	12%	8%	25%	11%	25%
3 Somewhat	37%	26%	19%	24%	60%	44%	56%	25%
4	31%	47%	19%	53%	24%	25%	0%	50%
Very much	10%	5%	24%	0%	8%	6%	33%	0%
Very much (4 and 5)	42%	53%	43%	53%	32%	31%	33%	50%
Somewhat (3)	37%	26%	19%	24%	60%	44%	56%	25%
Not at all (1 and 2)	22%	21%	38%	24%	8%	25%	11%	25%
Mean	3.2	3.4	3.0	3.2	3.3	3.1	3.6	3.3
has your organisation benefitted from any positive media coverage about the WMA?								
	Total	DFO	WMF1	WMF2	TA	PS	General	MFE
Q1_A_3	107	17	18	17	23	14	11	7
1 Not at all	28%	41%	61%	24%	9%	21%	27%	0%
2	27%	47%	0%	41%	39%	14%	27%	0%
3 Somewhat	20%	0%	33%	6%	30%	36%	9%	14%
4	18%	6%	6%	18%	17%	14%	27%	71%
Very much	7%	6%	0%	12%	4%	14%	9%	14%
Very much (4 and 5)	25%	12%	6%	29%	22%	29%	36%	86%
Somewhat (3)	20%	0%	33%	6%	30%	36%	9%	14%
Not at all (1 and 2)	55%	88%	61%	65%	48%	36%	55%	0%
Mean	2.5	1.9	1.8	2.5	2.7	2.9	2.6	4.0

Does your organisation understand its responsibilities under the WMA?								
	Total	DFO	WMF1	WMF2	TA	PS	General	MFE
Q1_A_4	116	18	19	18	24	16	11	10
1 Not at all	2%	0%	5%	6%	0%	0%	0%	0%
2	2%	0%	5%	0%	4%	0%	0%	0%
3 Somewhat	13%	17%	26%	6%	8%	13%	18%	0%
4	37%	33%	32%	28%	58%	25%	27%	50%
Very much	47%	50%	32%	61%	29%	63%	55%	50%
Very much (4 and 5)	84%	83%	63%	89%	88%	88%	82%	100%
Somewhat (3)	13%	17%	26%	6%	8%	13%	18%	0%
Not at all (1 and 2)	3%	0%	11%	6%	4%	0%	0%	0%
Mean	4.3	4.3	3.8	4.4	4.1	4.5	4.4	4.5
has it been easy to meet the WMA requirements of your organisation?								
	Total	DFO	WMF1	WMF2	TA	PS	General	MFE
Q1_A_5	103	18	13	17	25	13	9	8
1 Not at all	4%	6%	8%	6%	0%	8%	0%	0%
2	10%	6%	23%	12%	4%	15%	0%	13%
3 Somewhat	30%	28%	15%	24%	48%	31%	22%	25%
4	37%	39%	31%	35%	28%	38%	44%	63%
Very much	19%	22%	23%	24%	20%	8%	33%	0%
Very much (4 and 5)	56%	61%	54%	59%	48%	46%	78%	63%
Somewhat (3)	30%	28%	15%	24%	48%	31%	22%	25%
Not at all (1 and 2)	14%	11%	31%	18%	4%	23%	0%	13%
Mean	3.6	3.7	3.4	3.6	3.6	3.2	4.1	3.5
have any administrative costs to meet the WMA's requirements been reasonable for your organisation ?								
	Total	DFO	WMF1	WMF2	TA	PS	General	MFE
Q1_A_6	97	18	14	14	25	13	7	6
1 Not at all	5%	6%	14%	0%	8%	0%	0%	0%
2	15%	11%	14%	29%	20%	15%	0%	0%
3 Somewhat	35%	33%	29%	29%	36%	54%	29%	33%
4	31%	50%	21%	21%	24%	23%	29%	67%
Very much	13%	0%	21%	21%	12%	8%	43%	0%
Very much (4 and 5)	44%	50%	43%	43%	36%	31%	71%	67%
Somewhat (3)	35%	33%	29%	29%	36%	54%	29%	33%
Not at all (1 and 2)	21%	17%	29%	29%	28%	15%	0%	0%
Mean	3.3	3.3	3.2	3.4	3.1	3.2	4.1	3.7

has any time required to meet the WMA's requirements been reasonable for your organisation?								
	Total	DFO	WMF1	WMF2	TA	PS	General	MFE
Q1_A_7	99	18	14	15	24	13	8	7
1 Not at all	5%	11%	14%	7%	0%	0%	0%	0%
2	14%	11%	14%	27%	8%	23%	0%	14%
3 Somewhat	30%	28%	29%	20%	42%	31%	25%	29%
4	38%	50%	29%	20%	38%	38%	50%	57%
Very much	12%	0%	14%	27%	13%	8%	25%	0%
Very much (4 and 5)	51%	50%	43%	47%	50%	46%	75%	57%
Somewhat (3)	30%	28%	29%	20%	42%	31%	25%	29%
Not at all (1 and 2)	19%	22%	29%	33%	8%	23%	0%	14%
Mean	3.4	3.2	3.1	3.3	3.5	3.3	4.0	3.4
is MFE's administration of the WMA efficient and in line with what you expected?								
	Total	DFO	WMF1	WMF2	TA	PS	General	MFE
Q2_A_1	107	18	21	18	25	15	10	0
1 Not at all	4%	0%	14%	0%	4%	0%	0%	n/a
2	9%	6%	14%	22%	4%	0%	10%	n/a
3 Somewhat	32%	28%	33%	28%	36%	40%	20%	n/a
4	37%	39%	38%	28%	48%	27%	40%	n/a
Very much	18%	28%	0%	22%	8%	33%	30%	n/a
Very much (4 and 5)	55%	67%	38%	50%	56%	60%	70%	n/a
Somewhat (3)	32%	28%	33%	28%	36%	40%	20%	n/a
Not at all (1 and 2)	13%	6%	29%	22%	8%	0%	10%	n/a
Mean	3.6	3.9	3.0	3.5	3.5	3.9	3.9	n/a
do the MfE processes help to minimise the costs/resources needed for your organisation to meet WMA requirements?								
	Total	DFO	WMF1	WMF2	TA	PS	General	MFE
Q2_A_2	92	16	14	17	24	14	7	0
1 Not at all	10%	6%	21%	18%	8%	0%	0%	n/a
2	14%	13%	21%	6%	8%	21%	29%	n/a
3 Somewhat	41%	25%	21%	53%	54%	43%	43%	n/a
4	26%	31%	36%	12%	29%	21%	29%	n/a
Very much	9%	25%	0%	12%	0%	14%	0%	n/a
Very much (4 and 5)	35%	56%	36%	24%	29%	36%	29%	n/a
Somewhat (3)	41%	25%	21%	53%	54%	43%	43%	n/a
Not at all (1 and 2)	24%	19%	43%	24%	17%	21%	29%	n/a
Mean	3.1	3.6	2.7	2.9	3.0	3.3	3.0	n/a

is MFE's administration of the WMA an example of good value for money?								
	Total	DFO	WMF1	WMF2	TA	PS	General	MFE
Q2_A_3	95	15	20	18	21	14	7	0
1 Not at all	5%	0%	20%	0%	5%	0%	0%	n/a
2	20%	20%	35%	22%	14%	7%	14%	n/a
3 Somewhat	39%	27%	15%	22%	62%	57%	71%	n/a
4	26%	40%	30%	39%	10%	21%	14%	n/a
Very much	9%	13%	0%	17%	10%	14%	0%	n/a
Very much (4 and 5)	36%	53%	30%	56%	19%	36%	14%	n/a
Somewhat (3)	39%	27%	15%	22%	62%	57%	71%	n/a
Not at all (1 and 2)	25%	20%	55%	22%	19%	7%	14%	n/a
Mean	3.1	3.5	2.6	3.5	3.0	3.4	3.0	n/a

are MFE processes and systems useful for other areas of your work, (eg, as good practice business or project planning?)								
	Total	DFO	WMF1	WMF2	TA	PS	General	MFE
Q2_A_4	100	15	22	18	21	15	9	0
1 Not at all	18%	33%	27%	6%	24%	7%	0%	n/a
2	20%	20%	18%	17%	19%	20%	33%	n/a
3 Somewhat	39%	27%	36%	33%	52%	40%	44%	n/a
4	18%	13%	14%	28%	5%	33%	22%	n/a
Very much	5%	7%	5%	17%	0%	0%	0%	n/a
Very much (4 and 5)	23%	20%	18%	44%	5%	33%	22%	n/a
Somewhat (3)	39%	27%	36%	33%	52%	40%	44%	n/a
Not at all (1 and 2)	38%	53%	45%	22%	43%	27%	33%	n/a
Mean	2.7	2.4	2.5	3.3	2.4	3.0	2.9	n/a

does MFE appear motivated to improve its administrative efficiency, where possible?								
	Total	DFO	WMF1	WMF2	TA	PS	General	MFE
Q2_A_5	97	16	20	17	19	15	10	0
1 Not at all	4%	0%	5%	12%	0%	7%	0%	n/a
2	8%	13%	20%	0%	11%	0%	0%	n/a
3 Somewhat	25%	6%	15%	18%	47%	40%	20%	n/a
4	42%	63%	45%	35%	26%	33%	60%	n/a
Very much	21%	19%	15%	35%	16%	20%	20%	n/a
Very much (4 and 5)	63%	81%	60%	71%	42%	53%	80%	n/a
Somewhat (3)	25%	6%	15%	18%	47%	40%	20%	n/a
Not at all (1 and 2)	12%	13%	25%	12%	11%	7%	0%	n/a
Mean	3.7	3.9	3.5	3.8	3.5	3.6	4.0	n/a

And compared with what you might have initially expected, to what degree were you satisfied with MFE's overall quality of service delivery with the WMA?								
	Total	DFO	WMF1	WMF2	TA	PS	General	MFE
Q2_A_6	110	18	24	19	25	14	10	0
1 Not at all	6%	0%	21%	5%	0%	7%	0%	n/a
2	9%	6%	25%	11%	4%	0%	0%	n/a
3 Somewhat	34%	17%	25%	26%	44%	57%	40%	n/a
4	32%	44%	17%	26%	44%	14%	50%	n/a
Very much	19%	33%	13%	32%	8%	21%	10%	n/a
Very much (4 and 5)	51%	78%	29%	58%	52%	36%	60%	n/a
Somewhat (3)	34%	17%	25%	26%	44%	57%	40%	n/a
Not at all (1 and 2)	15%	6%	46%	16%	4%	7%	0%	n/a
Mean	3.5	4.1	2.8	3.7	3.6	3.4	3.7	n/a
are MFE's waste-related information and/or guidelines easy to access and understand?								
	Total	DFO	WMF1	WMF2	TA	PS	General	MFE
Q3_A_1	111	19	24	17	25	16	10	0
1 Not at all	4%	0%	13%	0%	4%	0%	0%	n/a
2	3%	0%	4%	6%	4%	0%	0%	n/a
3 Somewhat	30%	37%	38%	24%	28%	25%	20%	n/a
4	52%	53%	42%	65%	64%	56%	20%	n/a
Very much	12%	11%	4%	6%	0%	19%	60%	n/a
Very much (4 and 5)	64%	63%	46%	71%	64%	75%	80%	n/a
Somewhat (3)	30%	37%	38%	24%	28%	25%	20%	n/a
Not at all (1 and 2)	6%	0%	17%	6%	8%	0%	0%	n/a
Mean	3.7	3.7	3.2	3.7	3.5	3.9	4.4	n/a
are MFE's information or guidelines relevant and helpful for your organisation?								
	Total	DFO	WMF1	WMF2	TA	PS	General	MFE
Q3_A_2	108	19	20	18	25	16	10	0
1 Not at all	4%	5%	10%	6%	0%	0%	0%	n/a
2	6%	5%	5%	6%	4%	13%	0%	n/a
3 Somewhat	34%	37%	45%	33%	32%	31%	20%	n/a
4	41%	37%	40%	33%	56%	38%	30%	n/a
Very much	16%	16%	0%	22%	8%	19%	50%	n/a
Very much (4 and 5)	56%	53%	40%	56%	64%	56%	80%	n/a
Somewhat (3)	34%	37%	45%	33%	32%	31%	20%	n/a
Not at all (1 and 2)	9%	11%	15%	11%	4%	13%	0%	n/a
Mean	3.6	3.5	3.2	3.6	3.7	3.6	4.3	n/a

are you satisfied with the timeliness and regularity of information from MFE?								
	Total	DFO	WMF1	WMF2	TA	PS	General	MFE
Q3_A_3	110	18	23	18	25	15	11	0
1 Not at all	5%	0%	17%	6%	4%	0%	0%	n/a
2	7%	6%	13%	11%	4%	7%	0%	n/a
3 Somewhat	19%	28%	17%	28%	12%	20%	9%	n/a
4	47%	56%	39%	22%	68%	47%	45%	n/a
Very much	21%	11%	13%	33%	12%	27%	45%	n/a
Very much (4 and 5)	68%	67%	52%	56%	80%	73%	91%	n/a
Somewhat (3)	19%	28%	17%	28%	12%	20%	9%	n/a
Not at all (1 and 2)	13%	6%	30%	17%	8%	7%	0%	n/a
Mean	3.7	3.7	3.2	3.7	3.8	3.9	4.4	n/a
Do you feel your organisation is treated fairly by MFE?								
	Total	DFO	WMF1	WMF2	TA	PS	General	MFE
Q3_A_4	105	18	21	17	24	14	11	0
1 Not at all	8%	0%	33%	6%	0%	0%	0%	n/a
2	7%	0%	14%	0%	0%	14%	18%	n/a
3 Somewhat	17%	28%	10%	18%	17%	29%	0%	n/a
4	44%	61%	38%	18%	67%	36%	27%	n/a
Very much	25%	11%	5%	59%	17%	21%	55%	n/a
Very much (4 and 5)	69%	72%	43%	76%	83%	57%	82%	n/a
Somewhat (3)	17%	28%	10%	18%	17%	29%	0%	n/a
Not at all (1 and 2)	14%	0%	48%	6%	0%	14%	18%	n/a
Mean	3.7	3.8	2.7	4.2	4.0	3.6	4.2	n/a
do you think the Waste Minimisation Fund encourages a mix of sizes of projects?								
	Total	DFO	WMF1	WMF2	TA	PS	General	MFE
Q4WMA_A_1	42	0	23	14	0	0	5	0
1 Not at all	19%	n/a	26%	14%	n/a	n/a	0%	n/a
2	17%	n/a	17%	14%	n/a	n/a	20%	n/a
3 Somewhat	19%	n/a	13%	14%	n/a	n/a	60%	n/a
4	21%	n/a	22%	21%	n/a	n/a	20%	n/a
Very much	24%	n/a	22%	36%	n/a	n/a	0%	n/a
Very much (4 and 5)	45%	n/a	43%	57%	n/a	n/a	20%	n/a
Somewhat (3)	19%	n/a	13%	14%	n/a	n/a	60%	n/a
Not at all (1 and 2)	36%	n/a	43%	29%	n/a	n/a	20%	n/a
Mean	3.1	n/a	3.0	3.5	n/a	n/a	3.0	n/a

do you think the Fund encourages a mix of different types of projects?								
	Total	DFO	WMF1	WMF2	TA	PS	General	MFE
Q4WMA_A_2	43	0	23	15	0	0	5	0
1 Not at all	12%	n/a	13%	13%	n/a	n/a	0%	n/a
2	5%	n/a	4%	7%	n/a	n/a	0%	n/a
3 Somewhat	28%	n/a	39%	7%	n/a	n/a	40%	n/a
4	30%	n/a	22%	40%	n/a	n/a	40%	n/a
Very much	26%	n/a	22%	33%	n/a	n/a	20%	n/a
Very much (4 and 5)	56%	n/a	43%	73%	n/a	n/a	60%	n/a
Somewhat (3)	28%	n/a	39%	7%	n/a	n/a	40%	n/a
Not at all (1 and 2)	16%	n/a	17%	20%	n/a	n/a	0%	n/a
Mean	3.5	n/a	3.3	3.7	n/a	n/a	3.8	n/a
do you think the Fund encourages your organisation to build capacity in the waste sector?								
	Total	DFO	WMF1	WMF2	TA	PS	General	MFE
Q4WMA_A_3	43	0	23	16	0	0	4	0
1 Not at all	19%	n/a	30%	6%	n/a	n/a	0%	n/a
2	14%	n/a	13%	6%	n/a	n/a	50%	n/a
3 Somewhat	19%	n/a	22%	13%	n/a	n/a	25%	n/a
4	28%	n/a	30%	31%	n/a	n/a	0%	n/a
Very much	21%	n/a	4%	44%	n/a	n/a	25%	n/a
Very much (4 and 5)	49%	n/a	35%	75%	n/a	n/a	25%	n/a
Somewhat (3)	19%	n/a	22%	13%	n/a	n/a	25%	n/a
Not at all (1 and 2)	33%	n/a	43%	13%	n/a	n/a	50%	n/a
Mean	3.2	n/a	2.7	4.0	n/a	n/a	3.0	n/a
do you think the Fund encourages development of innovative solutions to waste problems?								
	Total	DFO	WMF1	WMF2	TA	PS	General	MFE
Q4WMA_A_4	48	0	25	18	0	0	5	0
1 Not at all	13%	n/a	24%	0%	n/a	n/a	0%	n/a
2	17%	n/a	24%	11%	n/a	n/a	0%	n/a
3 Somewhat	21%	n/a	20%	17%	n/a	n/a	40%	n/a
4	21%	n/a	20%	17%	n/a	n/a	40%	n/a
Very much	29%	n/a	12%	56%	n/a	n/a	20%	n/a
Very much (4 and 5)	50%	n/a	32%	72%	n/a	n/a	60%	n/a
Somewhat (3)	21%	n/a	20%	17%	n/a	n/a	40%	n/a
Not at all (1 and 2)	29%	n/a	48%	11%	n/a	n/a	0%	n/a
Mean	3.4	n/a	2.7	4.2	n/a	n/a	3.8	n/a

is your organisation's point of view listened to and valued by the rest of the waste sector?								
	Total	DFO	WMF1	WMF2	TA	PS	General	MFE
Q5_A_1	111	18	18	17	22	16	10	10
1 Not at all	3%	0%	6%	6%	5%	0%	0%	0%
2	12%	22%	17%	0%	14%	13%	10%	0%
3 Somewhat	38%	44%	39%	29%	41%	31%	50%	30%
4	37%	22%	22%	53%	36%	56%	20%	50%
Very much	11%	11%	17%	12%	5%	0%	20%	20%
Very much (4 and 5)	48%	33%	39%	65%	41%	56%	40%	70%
Somewhat (3)	38%	44%	39%	29%	41%	31%	50%	30%
Not at all (1 and 2)	14%	22%	22%	6%	18%	13%	10%	0%
Mean	3.4	3.2	3.3	3.6	3.2	3.4	3.5	3.9
does your organisation actively co-operate and work with others in the waste sector?								
	Total	DFO	WMF1	WMF2	TA	PS	General	MFE
Q5_A_2	120	17	20	19	26	15	11	12
1 Not at all	1%	0%	0%	5%	0%	0%	0%	0%
2	1%	0%	0%	0%	4%	0%	0%	0%
3 Somewhat	22%	24%	25%	16%	19%	40%	18%	8%
4	34%	29%	20%	32%	38%	27%	27%	75%
Very much	43%	47%	55%	47%	38%	33%	55%	17%
Very much (4 and 5)	77%	76%	75%	79%	77%	60%	82%	92%
Somewhat (3)	22%	24%	25%	16%	19%	40%	18%	8%
Not at all (1 and 2)	2%	0%	0%	5%	4%	0%	0%	0%
Mean	4.2	4.2	4.3	4.2	4.1	3.9	4.4	4.1
does your organisation trust others to share information and ideas?								
	Total	DFO	WMF1	WMF2	TA	PS	General	MFE
Q5_A_3	118	19	19	19	26	15	10	10
1 Not at all	3%	5%	11%	0%	0%	0%	0%	0%
2	11%	16%	11%	11%	4%	13%	20%	10%
3 Somewhat	39%	16%	26%	37%	42%	73%	40%	50%
4	26%	32%	21%	21%	35%	7%	30%	40%
Very much	21%	32%	32%	32%	19%	7%	10%	0%
Very much (4 and 5)	47%	63%	53%	53%	54%	13%	40%	40%
Somewhat (3)	39%	16%	26%	37%	42%	73%	40%	50%
Not at all (1 and 2)	14%	21%	21%	11%	4%	13%	20%	10%
Mean	3.5	3.7	3.5	3.7	3.7	3.1	3.3	3.3

is the sector able to work towards common goals?								
	Total	DFO	WMF1	WMF2	TA	PS	General	MFE
Q5_A_4	118	15	23	19	26	16	10	9
1 Not at all	3%	0%	17%	0%	0%	0%	0%	0%
2	15%	20%	13%	11%	12%	31%	10%	11%
3 Somewhat	45%	33%	39%	53%	46%	44%	30%	78%
4	25%	27%	9%	21%	35%	19%	60%	11%
Very much	12%	20%	22%	16%	8%	6%	0%	0%
Very much (4 and 5)	36%	47%	30%	37%	42%	25%	60%	11%
Somewhat (3)	45%	33%	39%	53%	46%	44%	30%	78%
Not at all (1 and 2)	19%	20%	30%	11%	12%	31%	10%	11%
Mean	3.3	3.5	3.0	3.4	3.4	3.0	3.5	3.0
are there instances of positive collaboration in the waste sector?								
	Total	DFO	WMF1	WMF2	TA	PS	General	MFE
Q5_A_5	117	15	24	19	24	15	11	9
1 Not at all	2%	0%	8%	0%	0%	0%	0%	0%
2	9%	13%	17%	5%	8%	7%	0%	0%
3 Somewhat	26%	20%	21%	32%	25%	40%	27%	11%
4	41%	40%	29%	37%	50%	33%	27%	89%
Very much	23%	27%	25%	26%	17%	20%	45%	0%
Very much (4 and 5)	64%	67%	54%	63%	67%	53%	73%	89%
Somewhat (3)	26%	20%	21%	32%	25%	40%	27%	11%
Not at all (1 and 2)	10%	13%	25%	5%	8%	7%	0%	0%
Mean	3.8	3.8	3.5	3.8	3.8	3.7	4.2	3.9
does your organisation work in new ways with other organisations since the WMA?								
	Total	DFO	WMF1	WMF2	TA	PS	General	MFE
Q6_A_1	114	19	16	18	26	15	11	9
1 Not at all	11%	16%	6%	11%	12%	13%	18%	0%
2	12%	11%	25%	6%	8%	20%	18%	0%
3 Somewhat	29%	37%	31%	28%	35%	27%	18%	11%
4	29%	26%	19%	28%	38%	27%	27%	33%
Very much	18%	11%	19%	28%	8%	13%	18%	56%
Very much (4 and 5)	47%	37%	38%	56%	46%	40%	45%	89%
Somewhat (3)	29%	37%	31%	28%	35%	27%	18%	11%
Not at all (1 and 2)	24%	26%	31%	17%	19%	33%	36%	0%
Mean	3.3	3.1	3.2	3.6	3.2	3.1	3.1	4.4

does your organisation actively look for collaborative opportunities in the waste sector?								
	Total	DFO	WMF1	WMF2	TA	PS	General	MFE
Q6_A_2	118	15	23	19	26	16	10	9
1 Not at all	4%	11%	10%	0%	4%	0%	0%	0%
2	3%	5%	5%	0%	4%	6%	0%	0%
3 Somewhat	20%	16%	10%	21%	27%	35%	9%	9%
4	33%	37%	15%	42%	35%	24%	9%	73%
Very much	41%	32%	60%	37%	31%	35%	82%	18%
Very much (4 and 5)	73%	68%	75%	79%	65%	59%	91%	91%
Somewhat (3)	20%	16%	10%	21%	27%	35%	9%	9%
Not at all (1 and 2)	7%	16%	15%	0%	8%	6%	0%	0%
Mean	3.3	3.5	3.0	3.4	3.4	3.0	3.5	3.0
is your organisation willing to work collaboratively with others in the waste sector to overcome obstacles - even in hard times?								
	Total	DFO	WMF1	WMF2	TA	PS	General	MFE
Q6_A_3	121	19	19	19	26	17	11	10
1 Not at all	2%	5%	5%	0%	0%	0%	0%	0%
2	2%	0%	0%	0%	4%	6%	0%	0%
3 Somewhat	10%	16%	0%	0%	15%	0%	9%	40%
4	38%	26%	21%	47%	50%	47%	27%	40%
Very much	49%	53%	74%	53%	31%	47%	64%	20%
Very much (4 and 5)	87%	79%	95%	100%	81%	94%	91%	60%
Somewhat (3)	10%	16%	0%	0%	15%	0%	9%	40%
Not at all (1 and 2)	3%	5%	5%	0%	4%	6%	0%	0%
Mean	4.3	4.2	4.6	4.5	4.1	4.4	4.5	3.8
Do you think product stewardship accreditation is important to your organisation and shareholders?								
	Total	DFO	WMF1	WMF2	TA	PS	General	MFE
Q7PS_A_1	15	0	0	0	0	15	0	0
1 Not at all	0%	n/a	n/a	n/a	n/a	0%	n/a	n/a
2	13%	n/a	n/a	n/a	n/a	13%	n/a	n/a
3 Somewhat	7%	n/a	n/a	n/a	n/a	7%	n/a	n/a
4	40%	n/a	n/a	n/a	n/a	40%	n/a	n/a
Very much	40%	n/a	n/a	n/a	n/a	40%	n/a	n/a
Very much (4 and 5)	80%	n/a	n/a	n/a	n/a	80%	n/a	n/a
Somewhat (3)	7%	n/a	n/a	n/a	n/a	7%	n/a	n/a
Not at all (1 and 2)	13%	n/a	n/a	n/a	n/a	13%	n/a	n/a
Mean	4.1	n/a	n/a	n/a	n/a	4.1	n/a	n/a

Do you think product stewardship accreditation is important to overseas importers of your products?								
	Total	DFO	WMF1	WMF2	TA	PS	General	MFE
Q7PS_A_2	9	0	0	0	0	9	0	0
1 Not at all	22%	n/a	n/a	n/a	n/a	22%	n/a	n/a
2	0%	n/a	n/a	n/a	n/a	0%	n/a	n/a
3 Somewhat	22%	n/a	n/a	n/a	n/a	22%	n/a	n/a
4	11%	n/a	n/a	n/a	n/a	11%	n/a	n/a
Very much	44%	n/a	n/a	n/a	n/a	44%	n/a	n/a
Very much (4 and 5)	56%	n/a	n/a	n/a	n/a	56%	n/a	n/a
Somewhat (3)	22%	n/a	n/a	n/a	n/a	22%	n/a	n/a
Not at all (1 and 2)	22%	n/a	n/a	n/a	n/a	22%	n/a	n/a
Mean	3.6	n/a	n/a	n/a	n/a	3.6	n/a	n/a
Do you think product stewardship accreditation is important to the general public of NZ?								
	Total	DFO	WMF1	WMF2	TA	PS	General	MFE
Q7PS_A_3	17	0	0	0	0	17	0	0
1 Not at all	0%	n/a	n/a	n/a	n/a	0%	n/a	n/a
2	12%	n/a	n/a	n/a	n/a	12%	n/a	n/a
3 Somewhat	24%	n/a	n/a	n/a	n/a	24%	n/a	n/a
4	35%	n/a	n/a	n/a	n/a	35%	n/a	n/a
Very much	29%	n/a	n/a	n/a	n/a	29%	n/a	n/a
Very much (4 and 5)	65%	n/a	n/a	n/a	n/a	65%	n/a	n/a
Somewhat (3)	24%	n/a	n/a	n/a	n/a	24%	n/a	n/a
Not at all (1 and 2)	12%	n/a	n/a	n/a	n/a	12%	n/a	n/a
Mean	3.8	n/a	n/a	n/a	n/a	3.8	n/a	n/a
KEY DRIVERS: We are interested in what encourages improvements to the waste sector, and the goals of improved waste management and minimisation. What are the key drivers to improving good practice in the waste sector?								
Economic factors, e.g., commercial realities, funding, economic viability of recycling								
	Total	DFO	WMF1	WMF2	TA	PS	General	MFE
Q8_A_1	125	18	24	19	26	17	10	11
1 Not at all	1%	6%	0%	0%	0%	0%	0%	0%
2	2%	6%	4%	5%	0%	0%	0%	0%
3 Somewhat	10%	0%	13%	5%	15%	12%	0%	18%
4	30%	39%	21%	21%	35%	47%	20%	18%
Very much	58%	50%	63%	68%	50%	41%	80%	64%
Very much (4 and 5)	87%	89%	83%	89%	85%	88%	100%	82%
Somewhat (3)	10%	0%	13%	5%	15%	12%	0%	18%
Not at all (1 and 2)	3%	11%	4%	5%	0%	0%	0%	0%
Mean	4.4	4.2	4.4	4.5	4.3	4.3	4.8	4.5

Political or relationship factors within the waste sector								
	Total	DFO	WMF1	WMF2	TA	PS	General	MFE
Q8_A_2	121	17	24	19	23	17	10	11
1 Not at all	1%	0%	4%	0%	0%	0%	0%	0%
2	6%	6%	4%	11%	9%	0%	0%	9%
3 Somewhat	37%	41%	29%	53%	35%	35%	30%	36%
4	34%	41%	21%	21%	39%	41%	40%	45%
Very much	22%	12%	42%	16%	17%	24%	30%	9%
Very much (4 and 5)	56%	53%	63%	37%	57%	65%	70%	55%
Somewhat (3)	37%	41%	29%	53%	35%	35%	30%	36%
Not at all (1 and 2)	7%	6%	8%	11%	9%	0%	0%	9%
Mean	3.7	3.6	3.9	3.4	3.7	3.9	4.0	3.5
Wider political or relationship factors								
	Total	DFO	WMF1	WMF2	TA	PS	General	MFE
Q8_A_3	120	17	24	18	23	17	10	11
1 Not at all	3%	6%	4%	6%	0%	0%	10%	0%
2	7%	6%	4%	28%	4%	0%	0%	0%
3 Somewhat	43%	53%	46%	28%	43%	47%	40%	45%
4	27%	24%	17%	22%	35%	29%	20%	45%
Very much	20%	12%	29%	17%	17%	24%	30%	9%
Very much (4 and 5)	47%	35%	46%	39%	52%	53%	50%	55%
Somewhat (3)	43%	53%	46%	28%	43%	47%	40%	45%
Not at all (1 and 2)	10%	12%	8%	33%	4%	0%	10%	0%
Mean	3.5	3.3	3.6	3.2	3.7	3.8	3.6	3.6
KEY DRIVERS ...								
Public awareness and support								
	Total	DFO	WMF1	WMF2	TA	PS	General	MFE
Q8_A_4	125	18	24	19	26	17	10	11
1 Not at all	1%	0%	0%	5%	0%	0%	0%	0%
2	6%	11%	8%	0%	4%	12%	0%	0%
3 Somewhat	24%	33%	29%	11%	27%	12%	30%	27%
4	35%	33%	21%	37%	38%	41%	30%	55%
Very much	34%	22%	42%	47%	31%	35%	40%	18%
Very much (4 and 5)	70%	56%	63%	84%	69%	76%	70%	73%
Somewhat (3)	24%	33%	29%	11%	27%	12%	30%	27%
Not at all (1 and 2)	6%	11%	8%	5%	4%	12%	0%	0%
Mean	4.0	3.7	4.0	4.2	4.0	4.0	4.1	3.9

Capacity and capability building within the sector								
	Total	DFO	WMF1	WMF2	TA	PS	General	MFE
Q8_A_5	119	18	24	17	25	17	8	10
1 Not at all	2%	0%	0%	6%	0%	6%	0%	0%
2	5%	11%	4%	6%	8%	0%	0%	0%
3 Somewhat	30%	28%	38%	18%	40%	24%	13%	40%
4	37%	56%	29%	41%	28%	35%	25%	50%
Very much	26%	6%	29%	29%	24%	35%	63%	10%
Very much (4 and 5)	63%	61%	58%	71%	52%	71%	88%	60%
Somewhat (3)	30%	28%	38%	18%	40%	24%	13%	40%
Not at all (1 and 2)	7%	11%	4%	12%	8%	6%	0%	0%
Mean	3.8	3.6	3.8	3.8	3.7	3.9	4.5	3.7
Need to meet WMA requirements								
	Total	DFO	WMF1	WMF2	TA	PS	General	MFE
Q8_A_6	118	18	22	17	26	17	8	10
1 Not at all	3%	0%	5%	0%	4%	0%	13%	0%
2	9%	17%	9%	18%	4%	6%	0%	10%
3 Somewhat	32%	50%	41%	12%	19%	41%	38%	30%
4	40%	22%	32%	41%	54%	41%	38%	50%
Very much	16%	11%	14%	29%	19%	12%	13%	10%
Very much (4 and 5)	56%	33%	45%	71%	73%	53%	50%	60%
Somewhat (3)	32%	50%	41%	12%	19%	41%	38%	30%
Not at all (1 and 2)	12%	17%	14%	18%	8%	6%	13%	10%
Mean	3.6	3.3	3.4	3.8	3.8	3.6	3.4	3.6
Lessening harm to the environment								
	Total	DFO	WMF1	WMF2	TA	PS	General	MFE
Q8_A_7	125	18	24	19	26	17	10	11
1 Not at all	1%	0%	4%	0%	0%	0%	0%	0%
2	10%	17%	4%	5%	12%	12%	10%	18%
3 Somewhat	26%	22%	17%	16%	35%	24%	30%	55%
4	29%	33%	25%	32%	35%	24%	20%	27%
Very much	34%	28%	50%	47%	19%	41%	40%	0%
Very much (4 and 5)	62%	61%	75%	79%	54%	65%	60%	27%
Somewhat (3)	26%	22%	17%	16%	35%	24%	30%	55%
Not at all (1 and 2)	11%	17%	8%	5%	12%	12%	10%	18%
Mean	3.8	3.7	4.1	4.2	3.6	3.9	3.9	3.1

KEY BARRIERS: what are the key barriers to improving good practice in the waste sector?								
Economic factors, eg, commercial realities, funding, economic viability of recycling								
	Total	DFO	WMF1	WMF2	TA	PS	General	MFE
Q9_A_1	122	17	24	18	26	17	10	10
1 Not at all	0%	0%	0%	0%	0%	0%	0%	0%
2	3%	0%	13%	0%	0%	0%	10%	0%
3 Somewhat	10%	6%	8%	17%	12%	12%	0%	10%
4	30%	47%	13%	28%	42%	41%	10%	20%
Very much	57%	47%	67%	56%	46%	47%	80%	70%
Very much (4 and 5)	87%	94%	79%	83%	88%	88%	90%	90%
Somewhat (3)	10%	6%	8%	17%	12%	12%	0%	10%
Not at all (1 and 2)	3%	0%	13%	0%	0%	0%	10%	0%
Mean	4.4	4.4	4.3	4.4	4.3	4.4	4.6	4.6
Political or relationship factors within the waste sector								
	Total	DFO	WMF1	WMF2	TA	PS	General	MFE
Q9_A_2	117	16	24	19	23	16	10	9
1 Not at all	3%	0%	4%	11%	0%	0%	0%	0%
2	10%	19%	0%	16%	13%	13%	0%	11%
3 Somewhat	29%	38%	25%	21%	30%	44%	30%	11%
4	35%	38%	33%	26%	43%	19%	30%	67%
Very much	23%	6%	38%	26%	13%	25%	40%	11%
Very much (4 and 5)	58%	44%	71%	53%	57%	44%	70%	78%
Somewhat (3)	29%	38%	25%	21%	30%	44%	30%	11%
Not at all (1 and 2)	13%	19%	4%	26%	13%	13%	0%	11%
Mean	3.7	3.3	4.0	3.4	3.6	3.6	4.1	3.8
Wider political or relationship factors								
	Total	DFO	WMF1	WMF2	TA	PS	General	MFE
Q9_A_3	116	17	24	19	21	16	10	9
1 Not at all	4%	0%	4%	11%	10%	0%	0%	0%
2	12%	18%	8%	16%	14%	19%	0%	0%
3 Somewhat	31%	41%	33%	32%	24%	31%	30%	22%
4	29%	29%	29%	21%	33%	25%	20%	56%
Very much	23%	12%	25%	21%	19%	25%	50%	22%
Very much (4 and 5)	53%	41%	54%	42%	52%	50%	70%	78%
Somewhat (3)	31%	41%	33%	32%	24%	31%	30%	22%
Not at all (1 and 2)	16%	18%	13%	26%	24%	19%	0%	0%
Mean	3.6	3.4	3.6	3.3	3.4	3.6	4.2	4.0

Public awareness and support								
	Total	DFO	WMF1	WMF2	TA	PS	General	MFE
Q9_A_4	122	17	23	19	26	17	10	10
1 Not at all	6%	12%	4%	5%	4%	6%	0%	10%
2	18%	18%	39%	5%	15%	18%	20%	0%
3 Somewhat	34%	41%	22%	37%	31%	41%	40%	40%
4	21%	12%	13%	16%	42%	18%	10%	30%
Very much	20%	18%	22%	37%	8%	18%	30%	20%
Very much (4 and 5)	42%	29%	35%	53%	50%	35%	40%	50%
Somewhat (3)	34%	41%	22%	37%	31%	41%	40%	40%
Not at all (1 and 2)	24%	29%	43%	11%	19%	24%	20%	10%
Mean	3.3	3.1	3.1	3.7	3.3	3.2	3.5	3.5

Capacity and capability building within the sector								
	Total	DFO	WMF1	WMF2	TA	PS	General	MFE
Q9_A_5	116	16	22	18	25	17	9	9
1 Not at all	3%	6%	5%	6%	0%	0%	0%	0%
2	15%	13%	27%	6%	12%	18%	22%	0%
3 Somewhat	45%	75%	36%	33%	48%	41%	33%	44%
4	21%	6%	18%	28%	20%	24%	11%	44%
Very much	17%	0%	14%	28%	20%	18%	33%	11%
Very much (4 and 5)	38%	6%	32%	56%	40%	41%	44%	56%
Somewhat (3)	45%	75%	36%	33%	48%	41%	33%	44%
Not at all (1 and 2)	17%	19%	32%	11%	12%	18%	22%	0%
Mean	3.4	2.8	3.1	3.7	3.5	3.4	3.6	3.7

Need to meet WMA requirements								
	Total	DFO	WMF1	WMF2	TA	PS	General	MFE
Q9_A_6	117	17	22	18	26	16	8	10
1 Not at all	15%	12%	14%	17%	23%	6%	25%	10%
2	32%	29%	32%	39%	27%	44%	13%	40%
3 Somewhat	32%	47%	32%	28%	35%	13%	50%	30%
4	15%	12%	14%	11%	15%	25%	0%	20%
Very much	5%	0%	9%	6%	0%	13%	13%	0%
Very much (4 and 5)	20%	12%	23%	17%	15%	38%	13%	20%
Somewhat (3)	32%	47%	32%	28%	35%	13%	50%	30%
Not at all (1 and 2)	48%	41%	45%	56%	50%	50%	38%	50%
Mean	2.6	2.6	2.7	2.5	2.4	2.9	2.6	2.6

Lessening harm to the environment								
	Total	DFO	WMF1	WMF2	TA	PS	General	MFE
Q9_A_7	119	17	23	19	25	17	10	8
1 Not at all	21%	18%	26%	26%	12%	12%	40%	25%
2	26%	18%	26%	16%	44%	24%	10%	38%
3 Somewhat	30%	41%	39%	26%	24%	18%	30%	38%
4	14%	18%	4%	16%	16%	35%	0%	0%
Very much	8%	6%	4%	16%	4%	12%	20%	0%
Very much (4 and 5)	23%	24%	9%	32%	20%	47%	20%	0%
Somewhat (3)	30%	41%	39%	26%	24%	18%	30%	38%
Not at all (1 and 2)	47%	35%	52%	42%	56%	35%	50%	63%
Mean	2.6	2.8	2.3	2.8	2.6	3.1	2.5	2.1
KEY BARRIERS ...								
Do you see improved knowledge and awareness of good practice approaches to address waste?								
	Total	DFO	WMF1	WMF2	TA	PS	General	MFE
Q10_A_1	119	18	23	19	26	16	10	7
1 Not at all	5%	0%	13%	0%	12%	0%	0%	0%
2	19%	39%	9%	16%	19%	19%	20%	14%
3 Somewhat	39%	44%	39%	47%	27%	44%	30%	57%
4	24%	11%	22%	21%	38%	13%	30%	29%
Very much	13%	6%	17%	16%	4%	25%	20%	0%
Very much (4 and 5)	36%	17%	39%	37%	42%	38%	50%	29%
Somewhat (3)	39%	44%	39%	47%	27%	44%	30%	57%
Not at all (1 and 2)	24%	39%	22%	16%	31%	19%	20%	14%
Mean	3.2	2.8	3.2	3.4	3.0	3.4	3.5	3.1
do you see an improvement in good practice planning?								
	Total	DFO	WMF1	WMF2	TA	PS	General	MFE
Q10_A_2	116	18	21	19	26	15	9	8
1 Not at all	6%	0%	24%	0%	4%	0%	11%	0%
2	22%	33%	14%	37%	15%	13%	11%	25%
3 Somewhat	43%	44%	29%	37%	46%	67%	22%	63%
4	23%	22%	24%	21%	31%	13%	33%	13%
Very much	6%	0%	10%	5%	4%	7%	22%	0%
Very much (4 and 5)	29%	22%	33%	26%	35%	20%	56%	13%
Somewhat (3)	43%	44%	29%	37%	46%	67%	22%	63%
Not at all (1 and 2)	28%	33%	38%	37%	19%	13%	22%	25%
Mean	3.0	2.9	2.8	2.9	3.2	3.1	3.4	2.9

Do you see an improvement in good practice performance?								
	Total	DFO	WMF1	WMF2	TA	PS	General	MFE
Q10_A_3	116	18	21	19	25	15	10	8
1 Not at all	10%	0%	24%	5%	20%	0%	10%	0%
2	22%	50%	19%	21%	20%	20%	10%	0%
3 Somewhat	45%	44%	33%	53%	36%	53%	30%	88%
4	17%	6%	14%	16%	20%	20%	40%	13%
Very much	5%	0%	10%	5%	4%	7%	10%	0%
Very much (4 and 5)	22%	6%	24%	21%	24%	27%	50%	13%
Somewhat (3)	45%	44%	33%	53%	36%	53%	30%	88%
Not at all (1 and 2)	33%	50%	43%	26%	40%	20%	20%	0%
Mean	2.8	2.6	2.7	2.9	2.7	3.1	3.3	3.1
Do you see an improvement in coverage of waste services/infrastructure?								
	Total	DFO	WMF1	WMF2	TA	PS	General	MFE
Q10_A_4	115	18	21	18	26	15	10	7
1 Not at all	8%	0%	14%	0%	15%	0%	10%	14%
2	25%	44%	19%	28%	23%	7%	20%	43%
3 Somewhat	41%	39%	43%	50%	31%	67%	20%	29%
4	20%	17%	14%	17%	27%	20%	30%	14%
Very much	6%	0%	10%	6%	4%	7%	20%	0%
Very much (4 and 5)	26%	17%	24%	22%	31%	27%	50%	14%
Somewhat (3)	41%	39%	43%	50%	31%	67%	20%	29%
Not at all (1 and 2)	33%	44%	33%	28%	38%	7%	30%	57%
Mean	2.9	2.7	2.9	3.0	2.8	3.3	3.3	2.4
are you seeing an improvement in quality of waste services/infrastructure?								
	Total	DFO	WMF1	WMF2	TA	PS	General	MFE
Q10_A_5	117	18	21	18	26	15	10	9
1 Not at all	11%	0%	29%	0%	19%	13%	0%	0%
2	26%	39%	24%	28%	23%	13%	30%	22%
3 Somewhat	40%	44%	24%	50%	27%	60%	30%	67%
4	17%	17%	14%	11%	27%	13%	20%	11%
Very much	6%	0%	10%	11%	4%	0%	20%	0%
Very much (4 and 5)	23%	17%	24%	22%	31%	13%	40%	11%
Somewhat (3)	40%	44%	24%	50%	27%	60%	30%	67%
Not at all (1 and 2)	37%	39%	52%	28%	42%	27%	30%	22%
Mean	2.8	2.8	2.5	3.1	2.7	2.7	3.3	2.9

Do you see an improvement in waste data collection systems?								
	Total	DFO	WMF1	WMF2	TA	PS	General	MFE
Q10_A_6	112	18	20	18	26	13	8	9
1 Not at all	13%	6%	25%	11%	15%	8%	0%	11%
2	24%	28%	25%	11%	23%	38%	0%	44%
3 Somewhat	32%	33%	30%	44%	23%	31%	63%	11%
4	25%	28%	15%	28%	27%	23%	25%	33%
Very much	6%	6%	5%	6%	12%	0%	13%	0%
Very much (4 and 5)	31%	33%	20%	33%	38%	23%	38%	33%
Somewhat (3)	32%	33%	30%	44%	23%	31%	63%	11%
Not at all (1 and 2)	37%	33%	50%	22%	38%	46%	0%	56%
Mean	2.9	3.0	2.5	3.1	3.0	2.7	3.5	2.7
Do you see an improvement in the waste sector collecting and using information?								
	Total	DFO	WMF1	WMF2	TA	PS	General	MFE
Q10_A_7	107	17	20	18	25	12	7	8
1 Not at all	14%	12%	20%	6%	28%	8%	0%	0%
2	30%	35%	30%	28%	24%	25%	29%	50%
3 Somewhat	30%	29%	30%	33%	20%	42%	43%	25%
4	20%	12%	15%	28%	16%	25%	29%	25%
Very much	7%	12%	5%	6%	12%	0%	0%	0%
Very much (4 and 5)	26%	24%	20%	33%	28%	25%	29%	25%
Somewhat (3)	30%	29%	30%	33%	20%	42%	43%	25%
Not at all (1 and 2)	44%	47%	50%	33%	52%	33%	29%	50%
Mean	2.7	2.8	2.6	3.0	2.6	2.8	3.0	2.8
Overall, do you see the waste disposal levy having a positive influence on waste minimisation?								
	Total	DFO	WMF1	WMF2	TA	PS	General	MFE
Q10_A_8	120	18	22	19	26	15	10	10
1 Not at all	8%	6%	14%	0%	12%	13%	10%	0%
2	9%	22%	5%	5%	15%	0%	10%	0%
3 Somewhat	30%	44%	18%	26%	23%	40%	20%	50%
4	35%	28%	27%	37%	38%	40%	50%	30%
Very much	18%	0%	36%	32%	12%	7%	10%	20%
Very much (4 and 5)	53%	28%	64%	68%	50%	47%	60%	50%
Somewhat (3)	30%	44%	18%	26%	23%	40%	20%	50%
Not at all (1 and 2)	18%	28%	18%	5%	27%	13%	20%	0%
Mean	3.4	2.9	3.7	3.9	3.2	3.3	3.4	3.7

do you see evidence of environmental harms from waste that need addressing in New Zealand?								
	Total	DFO	WMF1	WMF2	TA	PS	General	MFE
Q11_A_1	122	17	24	19	25	16	10	11
1 Not at all	0%	0%	0%	0%	0%	0%	0%	0%
2	11%	12%	8%	0%	20%	6%	20%	9%
3 Somewhat	22%	29%	13%	11%	40%	19%	20%	18%
4	25%	18%	21%	42%	16%	25%	30%	36%
Very much	42%	41%	58%	47%	24%	50%	30%	36%
Very much (4 and 5)	67%	59%	79%	89%	40%	75%	60%	73%
Somewhat (3)	22%	29%	13%	11%	40%	19%	20%	18%
Not at all (1 and 2)	11%	12%	8%	0%	20%	6%	20%	9%
Mean	4.0	3.9	4.3	4.4	3.4	4.2	3.7	4.0

do you see evidence of economic factors that limit the waste sector's performance in New Zealand?								
	Total	DFO	WMF1	WMF2	TA	PS	General	MFE
Q11_A_2	121	18	24	19	25	16	10	9
1 Not at all	0%	0%	0%	0%	0%	0%	0%	0%
2	7%	6%	8%	0%	12%	13%	10%	0%
3 Somewhat	23%	22%	13%	37%	16%	19%	40%	33%
4	31%	28%	33%	16%	36%	50%	20%	33%
Very much	38%	44%	46%	47%	36%	19%	30%	33%
Very much (4 and 5)	69%	72%	79%	63%	72%	69%	50%	67%
Somewhat (3)	23%	22%	13%	37%	16%	19%	40%	33%
Not at all (1 and 2)	7%	6%	8%	0%	12%	13%	10%	0%
Mean	4.0	4.1	4.2	4.1	4.0	3.8	3.7	4.0

do you see opportunities to reduce environmental harms from waste in New Zealand?								
	Total	DFO	WMF1	WMF2	TA	PS	General	MFE
Q11_A_3	124	18	24	19	26	16	10	11
1 Not at all	0%	0%	0%	0%	0%	0%	0%	0%
2	2%	6%	0%	0%	4%	0%	10%	0%
3 Somewhat	12%	11%	8%	5%	31%	6%	0%	9%
4	33%	39%	8%	21%	42%	31%	40%	73%
Very much	52%	44%	83%	74%	23%	63%	50%	18%
Very much (4 and 5)	85%	83%	92%	95%	65%	94%	90%	91%
Somewhat (3)	12%	11%	8%	5%	31%	6%	0%	9%
Not at all (1 and 2)	2%	6%	0%	0%	4%	0%	10%	0%
Mean	4.4	4.2	4.8	4.7	3.8	4.6	4.3	4.1

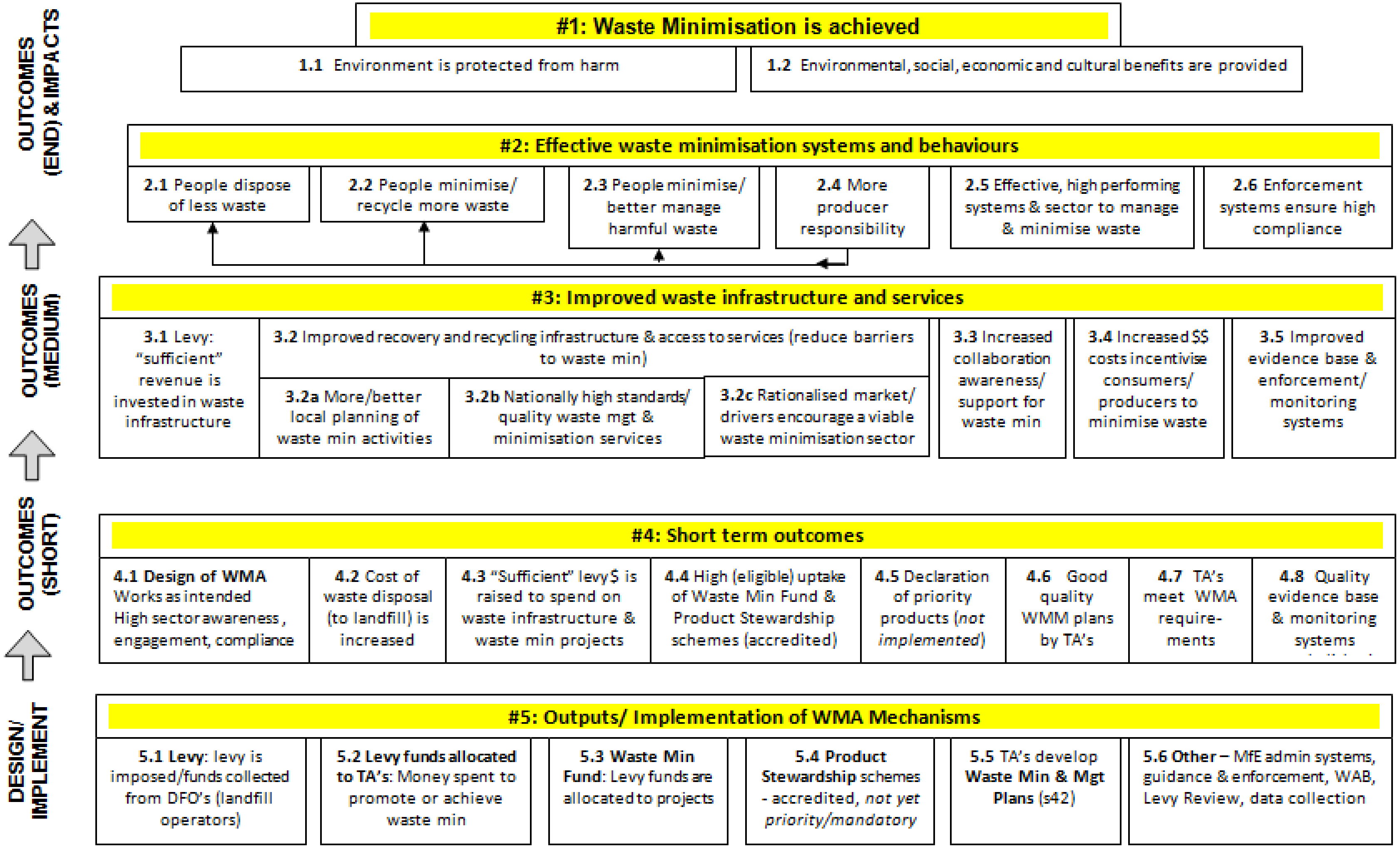
do you see economic opportunities to improve the waste sector's performance, and encourage waste minimisation in New Zealand?								
	Total	DFO	WMF1	WMF2	TA	PS	General	MFE
Q11_A_4	120	17	24	19	25	15	10	10
1 Not at all	3%	6%	0%	0%	8%	0%	0%	0%
2	4%	12%	0%	5%	8%	0%	0%	0%
3 Somewhat	18%	18%	8%	26%	28%	20%	0%	10%
4	37%	41%	25%	32%	28%	40%	40%	80%
Very much	39%	24%	67%	37%	28%	40%	60%	10%
Very much (4 and 5)	76%	65%	92%	68%	56%	80%	100%	90%
Somewhat (3)	18%	18%	8%	26%	28%	20%	0%	10%
Not at all (1 and 2)	7%	18%	0%	5%	16%	0%	0%	0%
Mean	4.1	3.6	4.6	4.0	3.6	4.2	4.6	4.0
is your organisation taking action to reduce environmental harms of waste?								
	Total	DFO	WMF1	WMF2	TA	PS	General	MFE
Q11_A_5	118	18	21	19	26	15	10	9
1 Not at all	1%	0%	5%	0%	0%	0%	0%	0%
2	3%	6%	0%	0%	8%	0%	0%	11%
3 Somewhat	13%	22%	0%	0%	31%	0%	0%	33%
4	32%	39%	19%	32%	46%	13%	30%	44%
Very much	51%	33%	76%	68%	15%	87%	70%	11%
Very much (4 and 5)	83%	72%	95%	100%	62%	100%	100%	56%
Somewhat (3)	13%	22%	0%	0%	31%	0%	0%	33%
Not at all (1 and 2)	4%	6%	5%	0%	8%	0%	0%	11%
Mean	4.3	4.0	4.6	4.7	3.7	4.9	4.7	3.6
is your organisation taking action to optimise economic opportunities to encourage waste management and minimisation?								
	Total	DFO	WMF1	WMF2	TA	PS	General	MFE
Q11_A_6	115	18	20	19	25	15	9	9
1 Not at all	2%	0%	5%	0%	4%	0%	0%	0%
2	10%	17%	10%	5%	12%	0%	0%	22%
3 Somewhat	15%	33%	5%	5%	20%	13%	11%	11%
4	25%	28%	10%	16%	40%	20%	33%	33%
Very much	49%	22%	70%	74%	24%	67%	56%	33%
Very much (4 and 5)	74%	50%	80%	89%	64%	87%	89%	67%
Somewhat (3)	15%	33%	5%	5%	20%	13%	11%	11%
Not at all (1 and 2)	11%	17%	15%	5%	16%	0%	0%	22%
Mean	4.1	3.6	4.3	4.6	3.7	4.5	4.4	3.8

do you see improvement in the commercial sector's willingness to share product responsibility?								
	Total	DFO	WMF1	WMF2	TA	PS	General	MFE
Q13PS_A_1	16	0	0	0	0	16	0	0
1 Not at all	0%	n/a	n/a	n/a	n/a	0%	n/a	n/a
2	13%	n/a	n/a	n/a	n/a	13%	n/a	n/a
3 Somewhat	38%	n/a	n/a	n/a	n/a	38%	n/a	n/a
4	50%	n/a	n/a	n/a	n/a	50%	n/a	n/a
Very much	0%	n/a	n/a	n/a	n/a	0%	n/a	n/a
Very much (4 and 5)	50%	n/a	n/a	n/a	n/a	50%	n/a	n/a
Somewhat (3)	38%	n/a	n/a	n/a	n/a	38%	n/a	n/a
Not at all (1 and 2)	13%	n/a	n/a	n/a	n/a	13%	n/a	n/a
Mean	3.4	n/a	n/a	n/a	n/a	3.4	n/a	n/a
do you see public pressure changing the sector's attitude towards shared product responsibility in practice?								
	Total	DFO	WMF1	WMF2	TA	PS	General	MFE
Q13PS_A_2	13	0	0	0	0	13	0	0
1 Not at all	8%	n/a	n/a	n/a	n/a	8%	n/a	n/a
2	15%	n/a	n/a	n/a	n/a	15%	n/a	n/a
3 Somewhat	38%	n/a	n/a	n/a	n/a	38%	n/a	n/a
4	38%	n/a	n/a	n/a	n/a	38%	n/a	n/a
Very much	0%	n/a	n/a	n/a	n/a	0%	n/a	n/a
Very much (4 and 5)	38%	n/a	n/a	n/a	n/a	38%	n/a	n/a
Somewhat (3)	38%	n/a	n/a	n/a	n/a	38%	n/a	n/a
Not at all (1 and 2)	23%	n/a	n/a	n/a	n/a	23%	n/a	n/a
Mean	3.1	n/a	n/a	n/a	n/a	3.1	n/a	n/a
do you see an improvement in the commercial sector's uptake of shared product responsibility in practice?								
	Total	DFO	WMF1	WMF2	TA	PS	General	MFE
Q13PS_A_3	16	0	0	0	0	16	0	0
1 Not at all	0%	n/a	n/a	n/a	n/a	0%	n/a	n/a
2	31%	n/a	n/a	n/a	n/a	31%	n/a	n/a
3 Somewhat	19%	n/a	n/a	n/a	n/a	19%	n/a	n/a
4	38%	n/a	n/a	n/a	n/a	38%	n/a	n/a
Very much	13%	n/a	n/a	n/a	n/a	13%	n/a	n/a
Very much (4 and 5)	50%	n/a	n/a	n/a	n/a	50%	n/a	n/a
Somewhat (3)	19%	n/a	n/a	n/a	n/a	19%	n/a	n/a
Not at all (1 and 2)	31%	n/a	n/a	n/a	n/a	31%	n/a	n/a
Mean	3.3	n/a	n/a	n/a	n/a	3.3	n/a	n/a

Is your organisation benefitting directly from economic opportunities related to shared product responsibility?								
	Total	DFO	WMF1	WMF2	TA	PS	General	MFE
Q13PS_A_4	15	0	0	0	0	15	0	0
1 Not at all	0%	n/a	n/a	n/a	n/a	0%	n/a	n/a
2	7%	n/a	n/a	n/a	n/a	7%	n/a	n/a
3 Somewhat	73%	n/a	n/a	n/a	n/a	73%	n/a	n/a
4	20%	n/a	n/a	n/a	n/a	20%	n/a	n/a
Very much	0%	n/a	n/a	n/a	n/a	0%	n/a	n/a
Very much (4 and 5)	20%	n/a	n/a	n/a	n/a	20%	n/a	n/a
Somewhat (3)	73%	n/a	n/a	n/a	n/a	73%	n/a	n/a
Not at all (1 and 2)	7%	n/a	n/a	n/a	n/a	7%	n/a	n/a
Mean	3.1	n/a	n/a	n/a	n/a	3.1	n/a	n/a

10 Appendix III: Overall intervention logic for the WMA (August 2010)

Figure 4: Overall intervention logic for the WMA (August 2010)



11 Appendix IV: Works cited

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